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Sales Management

AND ADVERTISERS' WEEKLY

TWENTY CENTS

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JANUARY 26, 1929



Is the South Setting the Pace?

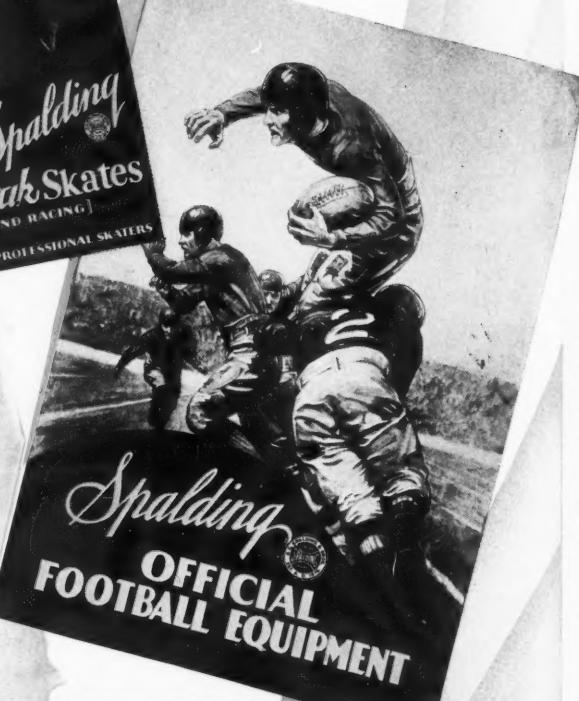
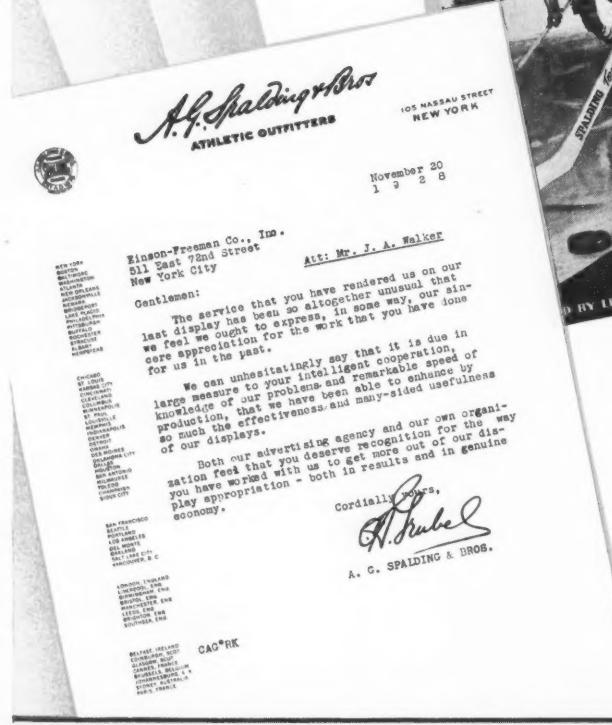
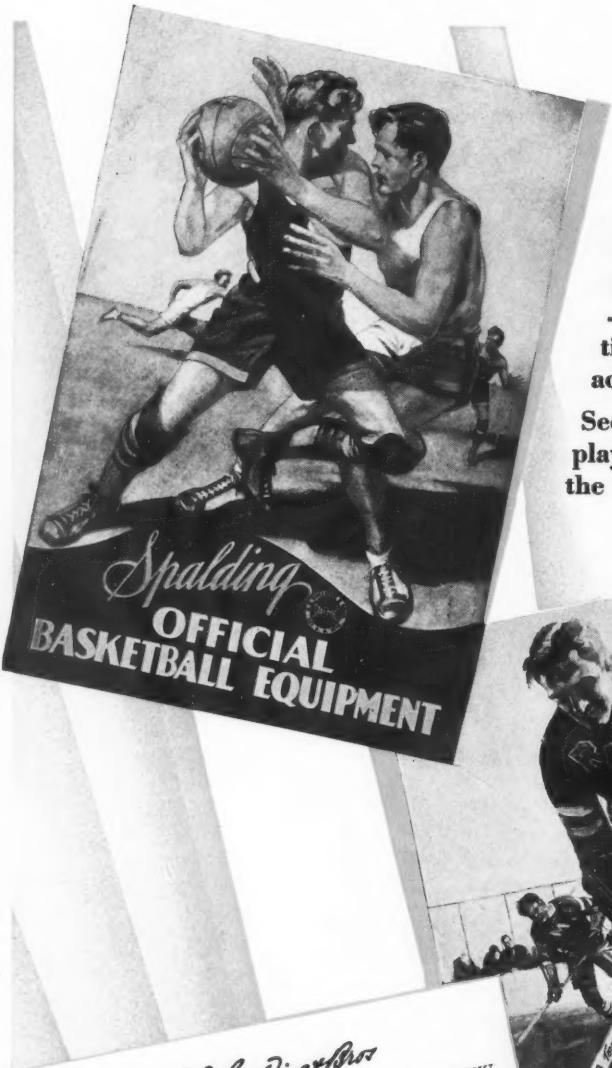
A Review of Market Possibilities by Eugene Whitmore

A "TRIPLE-PLAY" that WINS ...in Window Display

HERE'S a great "triple-play" by a great advertiser that wins in the game of Results—with economy. It's "catalog covers to direct mail to window display"—and it requires skill, study and intelligent cooperation (not to mention the first requisite—SPEED) to achieve 100% results.

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in window and
store display
advertising



EINSON-FREEMAN CO., INC.

Lithographers

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511-519 East 72nd Street • New York City

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Sales Management

AND ADVERTISERS' WEEKLY

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RAYMOND BILL, *Editor*; HENRY J. WRIGHT, *Advisory Editor*; EUGENE WHITMORE, *Managing Editor*; H. C. NORTH, A. R. HAHN, *Associate Editors*; D. GUERNSEY, *Desk Editor*; E. DE LOPATECKI, *Art Editor*; LAWRENCE M. HUGHES, *News Editor*.

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Wanted

A Manufacturer to go Half-Way with this Sales Manager

He is looking for a real and lasting opportunity. While he has been earning from \$12,000 to \$15,000 in recent years, he is not asking that as a salary. As a matter of fact, he is not looking for a salaried position.

As to Experience: It covers the United States, Mexico and England, both as a salesman and as a sales manager. He has a good personal sales record and has had marked success as a picker and trainer of salesmen. Repeatedly he has demonstrated the truth of the axiom, "Good salesmen do not have to be born—they can be made."

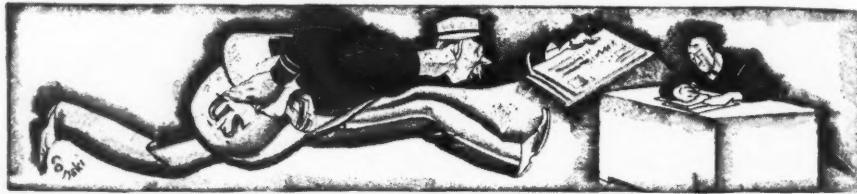
And with all that good experience, he is young—only 29; a college graduate, single, Protestant. He has made good money and has saved enough of it so that he is in a position to make a financial investment in the company he goes with. Much of his experience has been with specialty selling organizations, but he prefers a connection with a company making a resale or repeat product.

His references from previous employers, banks, advertising agents, etc., are of the best. He prefers to remain in the East, but will go wherever real opportunity beckons.

I shall be glad to put any interested Sales Management reader in touch with this exceptionally capable sales executive.

Philip Salisbury, Vice-Pres.

Sales Management, Inc.
420 Lexington Ave.,
New York, N. Y.



When the Postman Whistles

the magazines are good, too . . .

Editor, SALES MANAGEMENT: In the article, "Keys to Sales Success in Canada," published in your issue of December 22, 1928, Walter F. Wyman says in regard to advertising media: "Many forms of advertising are employed, but the trade journals and the daily press are generally regarded as the most effective media for reaching the dealer and consumer."

Thus he dismisses in a sentence a question which many well-informed advertising men would hesitate to deal with in an article.

By whom is this opinion "generally regarded" as correct? Certainly not by the long list of United States advertisers who use Canadian magazines extensively, nor by Canadians who follow a similar practice.

The opinion quoted is in keeping with other misinformation in the article such as "on account of its climate Canada is greatly affected by seasonal factors. British Columbia is the only province escaping the full force of Canada's arctic winters." "Arctic winters" that compare in temperature, snowfall and duration with the winters of the middle, western and New England States and which have similar influences on trade.

Does Mr. Wyman know that fifty-one per cent of the people of Canada live on farms and that the farm journals of Canada described as "the best published anywhere" by a leading United States advertiser reach practically 100 per cent of the farm homes? Our trade journals and daily newspapers, which compare favorably with the world's best, are not in any degree more efficient than our magazines and farm publications. All of these deserve consideration in advertising plans designed to influence Canadians and their relative usefulness cannot be disposed of by an opinion such as Mr. Wyman's.—John Atkins, manager, Canadian National Newspapers and Periodicals Association, Toronto.

roses for Roy Johnson

Editor, SALES MANAGEMENT: It goes without saying that we enjoy reading your magazine, especially Roy John-

son's articles.—H. A. Taylor, Sealright Company, Inc., Fulton, New York.

luckies and sweets

Editor, SALES MANAGEMENT: As a result of the new competition between industries seeking a share of the buyer's dollar, we find that some forms of advertising have apparently hit a tangent from the truth. By implication we are told that a certain brand of cigarettes is more healthful than sweets and on every side we see advertising statements that tax the readers' credulity. In reaching into what is normally the other fellow's market, some advertisers feel it necessary to exaggerate and make false claims for the merits of their product. It appears as if we are re-entering a *caveat emptor* period in business.

"Truth in advertising" is a principle that has made advertising one of the most powerful forces in modern business. It has been a great factor in gaining public confidence and good will and in building quality and quantity business. Because this confidence has been so strongly established, many advertisers attempt to capitalize on it to the extent of trying to make the public believe half-truths and rank misstatements.

For example, when the business of a tobacco company has been built by advertising the salient features of one brand of cigarettes and has but one aim—to increase sales—it is regrettable that this concern should throw aside all sound reasoning in an attempt to capture a larger market. This cigarette advertiser is still using the worn-out scrap basket type of testimonials, but has launched into a "health" appeal angle in copy directing the public to choose a cigarette instead of some form of every-day food. To change the eating habits of a nation is more easily said than done, but to offer a cigarette as a food substitute and a factor in health will take wizardry—not truthful advertising.

Of course, the appeal is made to the desirability of the slender figure. If I may digress for a moment I would like to call the attention of this cigarette advertiser to the fact that a body of

(Continued on page 240)

Sales Management

AND ADVERTISERS' WEEKLY

VOLUME SEVENTEEN, NUMBER FOUR

NEW YORK, N. Y., JANUARY 26, 1929

Forecasting and Planning as a Factor in Stabilizing Industry

BY DONALDSON BROWN

Vice-President in Charge of Finance, General Motors Corporation

We honestly believe this article, and the one which will follow it next week, to be two of the most important contributions which have ever appeared in this magazine. We believe every sales executive in the country will find it worth while to study the facts presented in these articles with extreme care, and to preserve them for reference. — The Editors.

ULTIMATE consumer demand is the fundamental factor absolutely controlling the continued sale of any product. This is the demand of the user of the final and completed product. Some types of business are more fortunately situated than others as to the opportunity of analyzing the ultimate consumer demand for their product. Those that are producing and selling products which represent a preliminary stage in the manufacture of a final product that in the course of time finds its way into the hands of the ultimate user are far removed from such an opportunity. They are none the less dependent upon the requirements of the final consumer; and it is poor solace to place the responsibility elsewhere, when an unrecognized state of demand results in a decrease in sales and an enforced curtailment of production.

Forecasting and planning is the essence of modern-day business management. It is not the function of an individual or a department—it is the conscious, cooperative work of an organization. It is nothing more nor less than a system of control whereby production, purchase of materials and the employment of labor and of capital are coordinated with the sales requirement. Flexibility is a prime requisite so that there may be a quick response and thus the possibility of adjustment throughout the system to the requirements of changes of situation that are inevitable. The focal point of the system is the sales outlet. The flow at this point must be gauged and every other activity must be co-ordinated with it.

When I speak of production being regulated to fit the demands of the ultimate consumer, I do not mean merely the quantity of goods to be



Donaldson Brown

produced. In many lines of business it is even more important to consider the elements of utility and style. Thus what might appear from statistical indications of past consumption to foretell a continuing demand for a given product, may be altered over-

GENERAL MOTORS CORPORATION								
(DIVISION OR COMPANY)								
MONTHLY FORECAST OF INCOME, PROFIT AND LOSS								
		DATE						
1	2 Previous Month Actual	Estimated by Month						7 TOTAL ESTIMATED FOR FOUR MONTHS
		3	4	5	6			
OPERATING INCOME:								
NET SALES (2-A).....								
FACTORY COST OF SALES (2-B).....								
Factory Profit Before Adjustment (2-C).....								
FACTORY COST ADJUSTMENTS:								
RETURN FROM SALES OF BOSTON, TORONTO, SOAAT, INC. (2-D).....								
CAGE DISCOUNT ON PURCHASES (2-E).....								
PURCHASE PRICE ADJUSTMENTS (2-F).....								
EQUALIZED FREIGHT (2-G).....								
PROVISION FOR ANTICIPATED PROFIT IN INVENTORY (2-H).....								
SPECIAL FACTORY COST ADJUSTMENTS—INVENTORY (2-I).....								
SPECIAL FACTORY COST ADJUSTMENTS—OTHER (2-J).....								
TOTAL (2).....								
Factory Profit on Sales.....								
COMMERCIAL EXPENSE:								
SELLING EXPENSE (2-K).....								
ADVERTISING.....								
PART EXPENSE (2-L).....								
ADMINISTRATION EXPENSE (2-M).....								
PROVISION FOR BAD DEBT RESERVE (2-N).....								
TOTAL (2).....								
Net Profit on Sales.....								
OTHER DEDUCTIONS FROM OPERATING INCOME:								
DEPRECIATION (2-O).....								
LOSS CHARGE ON STOCK AND INVENTORY (2-P).....								
LOSS ON REVENUE AND OTHER MATERIALS SOLD (2-Q).....								
LOSS ON CONTRACT CANCELLATIONS AND COMMITMENTS (2-R).....								
EXTRAORDINARY EXPENSE (2-S).....								
TOTAL (2).....								
Net Profit from Operations.....								
OTHER INCOME:								
INTEREST ON BANK BALANCES (2-T).....								
INTEREST ON NOTES RECEIVABLE, ETC. (2-U).....								
RENTALS (2-V).....								
ROYALTIES RECEIVED (2-W).....								
DIVIDENDS RECEIVED (2-X).....								
TRANSFER OF FOREIGN FUNDS (2-Y).....								
OTHER MISCELLANEOUS INCOME (2-Z).....								
TOTAL (2).....								
Net Income from Operations.....								
SPECIAL PROFIT AND LOSS ITEMS:								
SPECIAL ADJUSTMENTS (2-B).....								
FEDERAL INCOME TAXES (2-C).....								
TOTAL (2).....								
Net Profit and Loss (2).....								
DRAFTS AND C.O.D. (2-E) LINES 4-5-11.....								
TRADE ACCEPTANCES (2-E) LINES 4-5-12.....								
NOTES RECEIVABLE (2-E) LINES 5-A AND 15-B-14.....								
ACCOUNTS RECEIVABLE:								
Dividend and Interest Companys (2-P).....								
Securities (2-P) LINES 5-A AND 15-B-14.....								
INVESTMENT—S LONG TERM (2-E) LINES 5-B AND 15-C.....								
Productive Material Gross Reserve.....								
Finished Stock Gross Reserve.....								
ACCRUED ACCOUNTS RECEIVABLE (2).....								
PREPAID EXPENSE (21-A-2).....								
ACCOUNTS PAYABLE—SUPPLIERS (2-E).....								
ACCRUED LIABILITIES—NOW DUE (2).....								
Comment briefly below on any unusual items or conditions:								

night, so to speak, by a change of public taste and preference for some substitute or improved article.

It is axiomatic that, other things being equal, the nearer the producer is to the ultimate consumer of his product, the better is he able to regulate his production in accordance with consumer demands, and thus to minimize the fluctuations of his production volume.

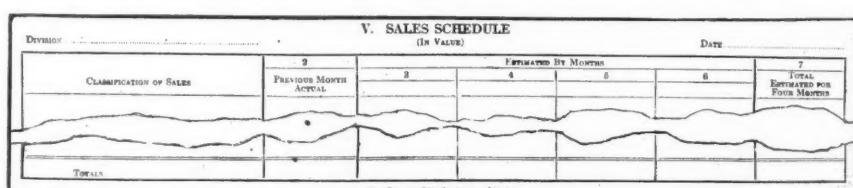
It was considered quite remarkable that the automobile industry, in the

latter part of 1921, was among the first to show signs of recovery from the depression. The fact is not so surprising when we think about it in

"Since 1921 we have been making monthly forecasts of sales, production, capital requirements and net earnings from operation . . . our analysis of consumer demand was not put to effective use until the spring of 1924." It is from records, such as are illustrated here, that the forecasts are prepared.

VI. INVENTORY FORECAST								
DIVISION _____ DATE _____								
1	2 Previous Month Actual	ESTIMATED BY MONTH						7 TOTAL ESTIMATED FOR FOUR MONTHS
		3	4	5	6			
1. Inventory at beginning of period								
Charges to Inventory During Period:								
11. Cost of Sales								
12. Burden Unabsorbed								
13. Other Credits (Includes change in Reserves).								
14. Total (lines 11 to 13)								
15. Inventory at End of Period (line 10 less line 14)								
Each Operating Division shall indicate in Columns 3 to 6, inclusive, the best estimate possible of all variable items specified in Column 1, and in Column 7, the totals with the exception of lines 1, 10 and 15. Column 1, shall also indicate, in Column 2, for reference, the previous month's actual figure of the various items. In all cases, line 15 of Column 2, should agree with the inventory figure shown on Schedule 7 of the Annual Financial Statement for the corresponding month, less Reserve for Depreciation of Inventories. (To be filled in by all Divisions).								

terms of principles just discussed. The manufacturer of automobiles has nothing between him and the ultimate consumer except a dealer organization. There is no occasion for the accumulation of stocks in the hands of numerous intermediaries, and there are physical limitations, apart from other considerations, that limit the accumulation of stocks in the hands of dealers. The trend of retail deliveries of automobiles dropped by the end of 1920, or putting it more accurately, deliveries in 1921 fell far short of earlier expectations. There was considerable grief throughout the



(See Reverse Side for Instructions.)

III. PRODUCTION AND SALES SCHEDULES (In Units)									
DIVISION _____ DATE _____									
1	2 Previous Month Actual	ESTIMATED BY MONTH						7 TOTAL ESTIMATED FOR FOUR MONTHS	
		3	4	5	6				
CLASSIFICATION		PRODUCTION	SALES	PRODUCTION	SALES	PRODUCTION	SALES	PRODUCTION	SALES
TOTALS									

Indicate in Column 2 to 6, indicate the best estimate of Production and Sales in units of the various items listed in Column 1 with the total of the 4 months' period indicated in Column 7. In Column 2 is to be indicated the previous month's actual production and sales in units.

industry because of what proved to have been abnormal material commitments and overexpanded inventories. But the surplus water was drawn off in a comparatively short time and by the end of 1921 automobile production was proceeding at practically a normal rate, seasonal conditions being taken into account.

Again in 1923 this industry went through a period of overproduction. In this case the rate of sales to dealers was incorrectly interpreted, the manufacturers planning production on the false expectation of a continuing growth in sales such as had occurred during some months preceding and during the autumn of 1923. As a result of this overproduction the industry suffered a setback in 1924 on account of the necessary liquidation of stocks.

Perhaps it was in consequence of our experience of 1920 and 1921 that we in General Motors first became conscious of the peculiar advantages which the automobile manufacturer has in the matter of forecasting and planning his operations. At any rate we began in 1921 to accumulate all the information available as to the retail sales. Reports obtainable from dealers in those days were meagre, and such information as we had from this source was not very reliable as an indicator of the overall situation. We had state registration data, however, from many states which proved of

Division:		ANALYSIS OF PRODUCTION REQUIREMENTS				Date:	
1. Divisional Index of Domestic Deliveries to Consumers for Model Sales Year Originally Established—Date _____		19 _____ to _____ Units _____		19 _____ Latest Revision—Date _____		Units _____	
2. Forecast of Domestic Deliveries to Consumers for Forecast Period:		Standard Trend		Division's Forecast			
		% of Div. Index	Units	% of Div. Index (Latest revision)		Total	Open
1st Month							
2nd Month							
3rd Month							
4th Month							
Total							
3. Cars Required to Meet Divisional Index:						(1)	(2)
(a) Initial Index Adjustment revision					(3)	(4)	
(b) Allowance for Carry-Over at End of Model Sales Year (3% of "2a")					(5)	(6)	
(c) Total Cars Required ("2a" plus "3b")					(7)	(8)	
(d) Domestic Deliveries from Beginning of Model Sales Year to Beginning of Forecast Period (including delivery of previous model cars)						(9)	(10)
(e) Balance Required ("2c" minus "2d")						(11)	(12)
4. Actual Stock on Hand at Beginning of Forecast Period (Including all cars of previous models):						(13)	(14)
(a) Factory and Branches, including in Transit					(15)	(16)	
(b) Dealers and Distributors, including in Transit					(17)	(18)	
(c) Total Stock on Hand ("14" plus "16")					(19)	(20)	
5. Indicated Production Required from Beginning of Forecast Period to completion of present model production, i.e., from _____ to _____ ("2c" minus "19").						(21)	(22)
6. Average Monthly Production Rate Represented by Item 5:						(23)	(24)
(Item 5 divided by the number of months from beginning of Forecast Period to completion of present model production, i.e., from _____ to _____)						(25)	(26)
7. Production Required During Forecast Period to Maintain the Average Monthly Rate Shown in Item 6:						(27)	(28)
(Item 6 multiplied by the number of months covered by Forecast Period)						(29)	(30)
8. Division's Production Forecast		Domestic Export				(31)	(32)
		Total				(33)	(34)
9. Forecast of Export Shipments for Forecast Period:		1st Month		Remarks:			
		2nd Month					
		3rd Month					
		4th Month					
		Total					

whereas retail sales in 1924 were only 10 per cent below 1923.

Prior to 1924, however, we were carrying on what is still in effect as a part of our statistical activities—a practice of making monthly forecasts

inaugurated in 1921, and at that time the stipulation was made that no division could commit for materials beyond the indicated requirements of the forecast period without special authorization of the finance committee. We have what we call a decentralized type of organization, and it is a basic principle that the management of each division should have wide latitude and the opportunity to exercise their judgment as to the various phases of operations, limited only by such policies as can be laid down in concrete terms in the interest of the corporation. The restriction in respect to material commitments has proven to be thoroughly practical. It is very rare that special authorizations are requested, and the corporation is protected effectively from an unreasonable expansion of inventories resulting from disappointment as to expected sales of our products.

The weakness of our forecasting scheme in the earlier days lay in the fact that we did not predicate the

VII. SCHEDULE OF COMMITMENTS					
DIVISION					DATE
<p>A Commitment consists of any direct or indirect obligation other than one absolutely cancellable at Division's option, without loss, covering the purchase of material of any kind which, when received, becomes a part of inventory.</p> <p>Commitment figures in all cases represent actual commitments already made with the single exception that there shall be included in Column 1, the total amount of commitments in the Division as of January 1, plus, an estimate of commitments to be made between the date of preparation of the commitment schedule and the end of the current month.</p> <p>Each Operating Division shall indicate in Columns 4 to 6 inclusive, the various items listed as 1 to 14 in Column 1. It shall also indicate in Column 2 the amount of each item listed in Column 1.</p> <p>No estimates are required on lines 4, 5, 6, 7, 11 and 12 in Columns 4, 5 and 6.</p>					
	2		ESTIMATED BY MONTHS		
	PREVIOUS MONTH ACTUAL	3	4	5	6
Total Commitments Beginning of Month					
1. Outside					
2. Allied					
3. Total (lines 1 and 2)					
Commitments During Period (Entire Month)					
4. Standard outside					
5. Standard allied					
6. Forward outside					
7. Forward allied					
8. Total (lines 4, 5, 6, 7)					
Commitments Invoiced During Month					
9. Outside					
10. Allied					
Commitments Cancelled					
11. Outside					
12. Allied					
13. Total (lines 9, 10, 11, 12)					
14. Total Commitments end of month (line 8 less 13)					

real assistance in our efforts to develop retail sales trends, from the statistical standpoint, and we went seriously about the job of getting more complete reports from dealers.

Until the depression of 1924 the automobile manufacturers had not come to a full appreciation of the advantages they naturally possessed in the means of analyzing consumer demand. General Motors had been studying those advantages and measuring the opportunities, but it took a second period of overproduction, from which we suffered as much as other manufacturers, to force a recognition of those opportunities upon us all. In our own case production of cars in 1924 was 26 per cent below 1923;

IV. PRODUCTION SCHEDULE (IN INVENTORY VALUE)						DATE
DIVISION	CLASSIFICATION OF PRODUCTION		ESTIMATED BY MONTHS			TOTAL ESTIMATE FOR FOUR MONTHS
	2 PREVIOUS MONTH ACTUAL	3 4	5	6		
TOTALS						

of sales, production, capital requirements and net earnings from operation. These forecasts are submitted on the 25th of each month by each of our operating divisions and are consolidated into a composite forecast for the corporation as a whole. They cover a period of four months, including the current month each time and three months ahead. This system was

sales forecasts upon an analysis of consumer demand. We did not have a clear conception of the ordinary seasonal characteristics and were liable to a sharp reduction in sales to dealers resulting from an unrecognized accumulation of stock in their hands. Forecasts of net earnings were correspondingly faulty, and our produc-

Should the Bonus Be Paid

Yes!

Weber Show Case Company; Devoe & Raynolds; Graybar Electric Company; Midland Implement Company; Iowa Lithographing Company

THE opinions of the sales executives who are contributing to this discussion of salesmen's compensation plans and policies vary widely on the subject of bonus distribution. Out of the total number using bonus plans, 112 follow the plan of yearly settlement; 20 pay bonuses semi-annually; 28 pay quarterly; 2 pay every four months; 48 pay monthly, and 2 pay weekly. However, it is to be emphasized that many executives whose companies use the yearly payment plan express the opinion that bonuses should be paid at shorter intervals. We will report some of the comments in this connection a little later in this article.

Monthly and Annually

Five manufacturers among those reporting have plans through which bonuses are paid both monthly and annually. The Imperial Candy Company of Seattle is one of these: department bonuses are paid monthly, and main bonuses yearly. The Recording Devices Company pays some of the men on the sales force monthly bonuses on new business in addition to the yearly arrangement. The Weber Show Case & Fixture Company pays once a month on part sales, and yearly on total sales. This company's plan for paying 1 per cent bonus on sales previously reported and 2 per cent on sales in excess of \$35,000 a year was mentioned in another section of this discussion. The monthly bonus is paid on the 1 per cent business; the yearly on the 2 per cent division. The H. K. Advertising Service, Inc., has worked out still another arrangement along the same lines: one bonus is paid monthly for making quota; another based on profits may be paid at the end of the year, or the salesman has the privilege of drawing a portion of it at intervals if a large credit is built up.

Devoe and Raynolds pay monthly and quarterly; The Ahlberg Bearing Company offers three monthly and three annual bonus prizes for high point winners, points being based on established quotas for various salesmen and territories. The Indianapolis Paint & Color Company pays at the



Illustration by Lazarnick

"Experience has taught us that a yearly bonus is impractical. . . . A poor start at the first of the year might in the salesman's mind so handicap him that he would feel the yearly quota impossible of attainment, thereby weakening and undermining his expectations of what could be accomplished."—The Shelsford Company.

More than Once a Year?

William Carter Company; Witte Hardware Company; AnSCO Photoproducts, Inc.; Johnson Chair Company; E. A. Aaron & Brothers

No!

close of each bonus deal. The Graybar Electric Company policy calls for extra compensation to be paid annually, but cash bonuses and some types of commission on specialty sales are paid within thirty or sixty days.

Opinions are sharply divided on the relative values of the yearly bonus versus the shorter-term bonus. One group claims that a year is too long to wait for a bonus, that the money should be paid more often in order to keep the men working. If a man falls far behind the leaders on the force he is likely to get discouraged and allow his interest to lag before the year is over.

Here are five comments from the protagonists of the shorter-payment period's policy, whose remarks, taken together, represent a good cross section of the entire group:

"We believe as a general proposition that the closer reward for effort is kept to the time the effort is expended, the more stimulating it is."
—Lawyers Cooperative Publishing Company.

Yearly Bonus Impractical

"Experience has taught us that a yearly bonus is impractical in our line, as the average salesman is more interested in his immediate welfare than he is in future possibilities. A poor start at the first of the year might in his mind so handicap him that he would feel the yearly quota impossible of attainment, thereby weakening and undermining his expectations of what could be accomplished."—William Muhlolland, sales manager, The Sheldsford Company, soft drink manufacturers.

Here's a refreshing metaphor: "Distribute monthly, never yearly. We find if salesmen have to wait twelve months to collect, they lose their pep. 'Always keep the feed bag close enough for them to smell it.' "—R. B. Bearden, general sales manager, Frost Lumber Industries, Inc.

"If a man is working on a salary-bonus plan, he is entitled to his money each month, and it is better from the point of view of his personal interest not to receive too large a sum at one

(Continued on page 222)



Illustration by Lazarnick

"Salesmen are most favorable to our plan of distributing their bonus in a lump sum at the end of the year. They regard this bonus as savings and it is either put into the bank by them to remain as savings or a portion of it may be used to buy that rug, radio or whatever item they may desire for their home."—William Carter Company.



Coming Soon— A New Era in Railroading

PICTURED above is the station of the Southern Pacific lines at Lockhart, Texas. This and thousands of others, big and little, are the contact points between the railroads and the public. Every dollar the railroads receive, and many of the dollars paid out, go through these stations. The station is the Alpha and Omega of railroading. The station agents are the railroad's diplomatic corps. If they were backed up by a great national cooperative campaign to inform the public concerning the recent achievements of the railroads, the need for great future improvements, the need for better financial structures, the agents in these stations could sell to the public and the shippers great quantities of railroad securities. With these securities sold there would be less adverse legislation, fewer unjust damage claims, plenty of money for improvements, less expense for soliciting freight and passenger business. Such a campaign would mark a new era in railroading. Mr. Markham and Mr. Downs

of the Illinois Central have done a wonderful job in so far as their road is concerned. So has Mr. Cole of the Louisville and Nashville. But strong as they are, they cannot cover the country. They need the help of men like Mr. Atterbury and Mr. Crowley, Mr. Sproule and Mr. Baldwin. Mr. Baldwin has achieved wonders in the rehabilitation and expansion of the Missouri Pacific Lines. He has built a reservoir of good will, starting with the lowliest section hands, on up through the organization and expanding out to the shippers. Mr. Willard told the story of railroading in a gigantic exposition which he staged for the Baltimore and Ohio. But his audience, large as it was, was limited. Mr. Willard, Mr. Baldwin, Mr. Atterbury, Mr. Crowley, Mr. Downs, Mr. Markham and Mr. Cole could start a movement that would help solve many pressing problems of railroads. They could enlist the entire population of the country as workers and interested spectators. Who will take the initiative?

E. W.

"Sales Plan Means More to Us than Gross Profit"

Says William Ochse, president, the San Antonio Drug Company, large Southern wholesaler, in this discussion of manufacturers' sales policies which win the cooperation of his organization.

BY RUEL McDANIEL

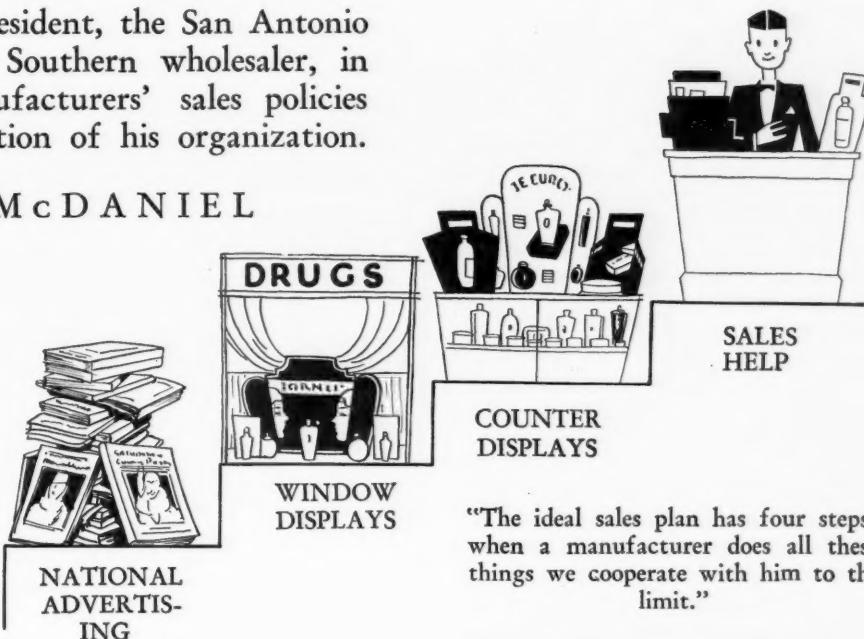
"**W**e naturally must have a fair margin upon which to operate; we by far prefer lines that are nationally advertised; but neither of these factors is as vital to us, when considering a new line of merchandise, as the sales plan that goes with the line." Thus William Ochse, president of the San Antonio Drug Company, sizes up briefly the jobbing firm's attitude toward the cooperation offered by the average drug and drug sundry manufacturer.

And Mr. Ochse hastens to explain that when he speaks of a complete sales plan built around the manufacturer's line or lines, he does not mean that he expects the manufacturer to relieve the jobber of the burden of selling.

Real Need for Jobber

"That is something that the manufacturer cannot do economically, and something that the modern jobber would not have him do. If the manufacturer did succeed in relieving the distributor of all the work of selling, there would be only a limited need for the jobber; and today the jobbing industry in some quarters is being questioned as to its right to live, simply because certain old-line jobbers have permitted and encouraged manufacturers to take from the former's shoulders the real functions of the jobber. There is an economic necessity for the jobber who has built his business upon present-day distribution problems; and we here are anxious to do the full duties of this new type of jobber. Yet we must have from manufacturers certain cooperation aside from mere profits in order to perform our duties in this modern distribution system."

Mr. Ochse believes that manufacturers on the whole place too much reliance upon national advertising to



put over their lines. "I do not mean to say that I do not believe in the economic value of advertising," he points out. "I mean, too many manufacturers assume the attitude that to carry ample space in national magazines and local newspapers is sufficient effort on their part to create a demand for and move out their goods.

"National advertising is only one of four important steps in the complete sales plan which we like to have from manufacturers whose lines we handle; and national advertising without the other three steps is only about 25 per cent effective. Its value to the advertiser is determined largely by what the manufacturer does toward taking the other steps in this sales plan."

Mr. Ochse mentions the Western Company, manufacturers of Dr. West tooth brushes and other lines sold through drug jobbers and retail drug stores, as providing the ideal plan. The "Weco" plan provides these four steps: (1) Reaching the consumer in his home through national advertising; (2) stopping him at the retail drug store through ample window display helps, logically and economically provided; (3) holding him at the counter with sales-building counter displays; (4) intelligent selling behind the counter of the retail store, fostered

"The ideal sales plan has four steps: when a manufacturer does all these things we cooperate with him to the limit."

through educational matter for clerks.

"This company," explains Mr. Ochse, "reaches the majority of homes in every community through its national advertising; but it does not expect that advertising to make people buy its goods. It offers substantial prizes and other inducements for druggists to make frequent and attractive window displays of its lines, inducing the people who have read the company's advertising to stop in front of the store where the merchandise is displayed. It provides modern and highly attractive, lighted counter displays to hold the customers at the counter once the advertising and the displays have brought them into the store. It provides these things which insure a good turnover for the retailer, guaranteeing a fair profit on the money invested in the goods; and it keeps these facts before the retailers constantly.

"When a manufacturer does all of these things to push his merchandise, we are willing and glad to cooperate with him to the limit. These things are a lot more important to us than the margin of profit we are offered, for the simple reason that margin means little without sales to go with it. We can sell anything within reason to our dealers; but that means nothing to us unless these dealers are in turn able to sell the merchandise

to their customers, the consumers.

Mr. Ochse named other manufacturers whose selling plans are along the general line which the San Antonio Drug Company appreciates and will back up to the limit. Among these concerns he specifically mentions the Amity Company, makers of leather goods, and the Dupont Manufacturing Company, manufacturers of Lucite and Pyralin.

"These concerns," he declares, "have the same general selling plan as employed by the Western Company. There are several others which are heading in this same general direction but which have not as yet perfected their plan to the proper effectiveness. We are leaning more and more to the products of such concerns as have shown their willingness to work along the lines of a complete selling plan to help the retailer to sell goods as well as to create a desire for the goods on the part of the public. Eventually we hope that it will not be necessary for us to take on any line which does not have a specific and complete selling plan to go with it. When that time arrives, the manufacturer, the jobber and the retailer all will make more money, as evidenced by the experience of the few manufacturers in our industry who have followed the idea."

Proposes to Do the Selling

Mr. Ochse stresses the fact that he does not expect the manufacturer to do the jobber's work for him; he is not attempting to escape his part of the work connected with the general sales plan. He asks only the materials by which to sell the manufacturer's goods; his house proposes to do the selling.

"Some jobbers like the help of manufacturers' specialty men," he points out, "and they consider the help in that direction heavily when stocking a new line. That particular feature of selling is inconsequential to us. We have our own sales force, and if the manufacturer will show us a plan and carry that plan through, we can do the selling ourselves.

"We favor the manufacturer who provides ample sales helps for the dealer, such as window display material, counter displays and practical sales helps for the retail clerks; but we do not ask the manufacturer to deliver these things and put them into operation. All we ask is that he provide them, send them to us and we shall do the rest. That, we consider, is a part of our duties as jobber. We are willing to handle the details of delivery of helps, and we are anxious to assist the dealer in the set-up of

these helps, provided they are practical and are a part of a complete sales plan. Furthermore, we find that we can save the manufacturer a great deal of money in the course of a year on his dealer helps through handling them ourselves and sending them only to the druggists whom we know will make the proper use of them. We eliminate practically all waste in this manner and promote the more efficient use of practically all that are put into force in the dealers' windows and stores."

One of the common weaknesses in retail drug store merchandising, Mr. Ochse points out, is lack of sales ability on the part of the clerks. That

is primarily because selling has only comparatively recently become a part of retail drug business. The manufacturing concern which promotes better salesmanship in the drug store not only profits thereby, but it gets the whole-hearted support of the San Antonio Drug Company, provided its other selling features conform to the general plan which Mr. Ochse has outlined. He favors the manufacturer who not only allows enough margin to enable the dealer now and then to put on some sort of contest in the sale of the manufacturer's line and thereby promote it, but also who provides specific instructions in readable form for retail clerks.

Fibre Container May Oust Time-Honored Milk Bottle

Nothing is sacred. Even the time-honored milk bottle, the alley-scarred milk bottle, has given way before more modern container ideas.

The Sheffield Farms Company, serving thousands of homes in New York City and vicinity, is trying out a new wedge-shaped milk container made of paraffined spruce fibre. More than 50,000 families in the Harlem and

Bronx districts of New York are receiving their daily supply of milk in the new "bottle." The company has announced that it is prepared to discard the old glass bottle entirely if the cardboard substitute meets with the approval of the firm's customers. If the paper container proves satisfactory, some important economies may be effected in milk distribution. The passing of the glass bottle will eliminate the necessity of a five-cent deposit. It is likely that the old-fashioned milk wagon will also disappear, for, with the elimination of such a heavy load of glass, it will be possible to deliver milk by motorcycle; the Sealed Container Corporation, which manufactures the new "Sealcones," has designed a motorcycle with a side compartment, which will carry 360 quarts of milk, which is about 60 quarts more than the average glass load. The company points out that the new container eliminates washing of bottles and handling of bottles, because it is thrown away when empty. Sealcones are made new, sterilized, filled and sealed right in the milk plant. They are leakproof and airtight, and there is a visible cream-line. Health officials have endorsed the container. Since the fibre bottle involves many economies over the old-style glass bottle, it is said that the extension of the use of it may eventually bring a reduction in the retail price of milk. According to present computations, the cost of the manufacture of the Sealcone is 3 to 4 cents, while that of a bottle is 4½ cents. The annual loss in milk bottles in New York is probably near \$2,500,000, while that of the entire country is estimated at \$15,000,000.



This Trail-the-Prospect System Built Champion Salesmen

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
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LAMPING MOTOR COMPANY, INC.
NEW PROSPECT REPORT

Next Contact Date

Date _____

Salesman _____

Name _____

Business Address _____

Res. Address _____

Prospect Interested In _____

Owns new: Make _____

Our Appraisal _____

Competition _____

Competitors Appraisals _____

Demonstrated Model _____

Sources of Prospect _____

Salesman's Effort _____

Comments _____

Occupation _____

Phone: Bus. _____

Res. _____

Is Trade Involved _____

Body Style _____

Owner's Valuation _____

LAMPING MOTOR COMPANY

WORK SHEET

LAMPING MOTOR COMPANY, INC.
PROSPECT DEVELOPMENT REPORT

Date _____

Next Contact Date _____

Name _____

Prospect Interested In _____

Comments on Interview _____

S A L E S M A N' S E F F O R T

Called at house _____

Called at office _____

Telephoned _____

Demonstrated _____

Appraised car _____

Prospects Approach _____

Called _____

Telephoned _____

Wrote _____

2M 4-28 PROGRESSIVE FORM 20

Salesman _____

Date _____

LAMPING MOTOR CO.

WORK ORGANIZER

Salesman _____

Date _____

1

2

3

4

5

New calls _____

Old calls _____

Sales _____

Deliveries _____

Demonstrations _____

Salesman _____

Date _____

2m 4-28 Progressive

Prospect folder, work organizer and a prospect development report form a part of the system the Lamping Motor Company used to keep itself informed and its salesmen hustling on the job.

BY MANDUS
E. BRIDSTON

DURING a recent selling contest conducted by the Reo factory, the Seattle, Washington, distributor, the Lamping Motor Company, sold more Reo Flying Clouds in its territory than any other dealer selling a pleasure car of the same price or more. One of the Lamping salesmen—Charles Sellen—sold nineteen new cars during this period, netting \$21,195.

Such achievements meant that the Lamping Motor Company took first place in the nation-wide competition, winning this honor in a field of Reo distributors covering the entire country.

But the contest did not lay a basis for the Lamping success—it serves only to bring the "how" of this western company into the limelight. Under the direction of Arthur F. Folts, sales manager, the Lamping company uses a method of sales management which produces sales because it keeps salesmen geared to a high degree of efficiency.

The system used meets a primary

problem in sales management—keeping the management thoroughly informed at all times as to the status of each prospect—how hard he is being "worked." This permits the management to know when and where assistance is needed; it enables the management to develop a work organizer for each salesman to use every day.

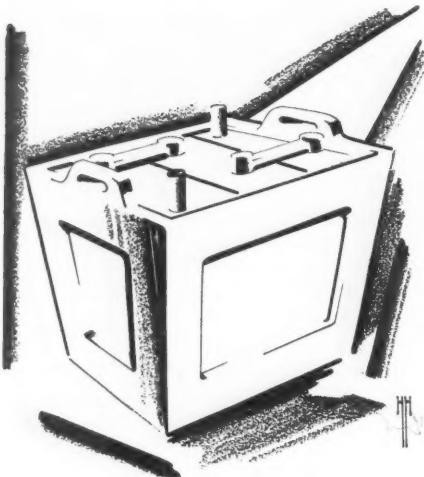
"In this day of keen competition

sales management is the first problem that must be solved," is the way Fred Lamping, president of this champion organization, phrases it.

The card record kept of each car prospect is more of a folder than a prospect card. It is a distinct deviation from the usual three by five affair, necessarily yielding but meager information. Eight inches by ten

(Continued on page 234)

What Our Advertising Scout Found in Belleville, New Jersey



BATTERIES

If you had not checked up Belleville, New Jersey, in your atlas and found it to be a full-fledged progressive town, you would probably consider it a "north side neighborhood" of Newark. A rippling brook is the only visible sign of separation between the two towns. Nor would the casual observer be likely to credit Belleville with providing sanctuary for manufacturing industries of potential national consequence.

As a matter of fact, however, Belleville is the home of nearly fifty plants, large and small, producing a wide variety of products whose total valuation runs to approximately twenty million dollars annually. Such a situation seemed to offer interesting advertising possibilities.

Since the automobile tire industry has long been one of the most noteworthy fields of national advertising and intensified merchandising, the Overman Cushion Tire Company held out a special appeal. For many years, this company has devoted its entire efforts to making a patented solid truck tire with a cushion center. Recently, however, it has gone into the production of pneumatic truck tires.

The Overman company has built up a satisfactory distribution throughout the country through branch offices and district distributors. No advertising has ever been undertaken to popularize Overman tires—full reliance for sales development being placed on direct sales work.

The country is dotted with small manufacturing concerns that are making good products which are crying to be advertised. That even the smallest country towns hold many such opportunities is demonstrated by this survey conducted by a Sales Management representative in Belleville, New Jersey. Nearly fifty plants were found there.

BY JOHN C. FEHLANDT

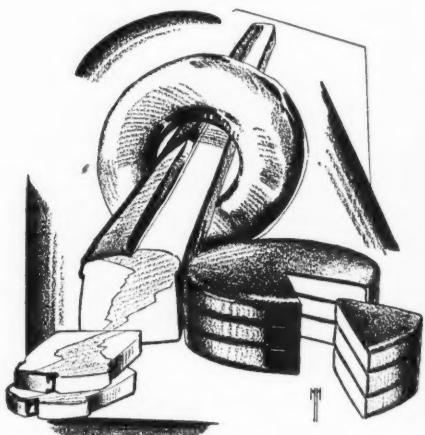
The truck tire manufacturer naturally has a different marketing problem than if he also made passenger car tires. His becomes more of an industrial market in the field of transportation. A market analysis and study of truck registrations would reveal the location, size and scope of possible markets, and their divisions into classifications according to tire size and style requirements. The situation is one which enables the manufacturer to more or less segregate his prospects for intensified sales work.

Competition in the field is keen, and resistance is strong. The natural tendency is toward a preference for truck tires produced by the big pleasure car tire manufacturers because of the confidence established for all of their products through advertising. The manufacturers and distributors of unknown tires have a long hard pull to overcome this prestige and also the economy and service talks of the other lesser-known companies. Used tire allowances and split commissions frequently enter the picture. Much depends upon the individual sales ability and personality of the salesmen, which in turn results in the development of personal followings whose business the salesman is usually able to swing with him in changing his position.

In marketing any product, a certain amount of educational work must be accomplished previous to the actual sale. This, of course, cost money, regardless of whether salesmen or advertising is hired to do the work. A tire salesman seldom closes business on his first few calls. Much of this preliminary work could be accomplished

through advertising with the result that a larger field could be contacted, many new unsuspected prospects would be developed, and the salesmen's time made more productive by being concentrated on "closing."

Without question, it takes a stiff upper lip to launch into tire advertising with so much advertising money already being invested in the field. On the other hand, it must also take considerable faith and conviction to launch into extensive manufacturing operations where such a market dominance already exists. That both courses are justifiable, provided a manufacturer has ideas, ability and a product worthy



DOUGHNUTS

of the attempt, is amply proven by the new faces one continually sees among the industrial leaders in the various fields of endeavor. Possibly the most notable of such instances is the climb



of Chrysler from scratch to third position in the automobile industry in the short space of a few years.

The Overman Cushion Tire Company, making both solid cushion and pneumatic truck tires, is in a position to satisfy demands for either type, and has an opportunity to capitalize on the advantages of truck tire specialization. It is interesting to note that no solid type of truck tire has ever succeeded to a position of real consequence in the industry. It is problematical whether this has been due to natural limitations of the solid type tire, or to shortcomings in merchandising plans which neglected necessary educational and promotional advertising. By constructive direct mail work, and localized advertising in points where they have established distribution, it seems apparent that the Overman company, with the marketing foundation it now enjoys, could readily extend its bid for sales, and cultivate a preference for Overman tires necessary for materially increased sales volumes at a lower unit selling cost

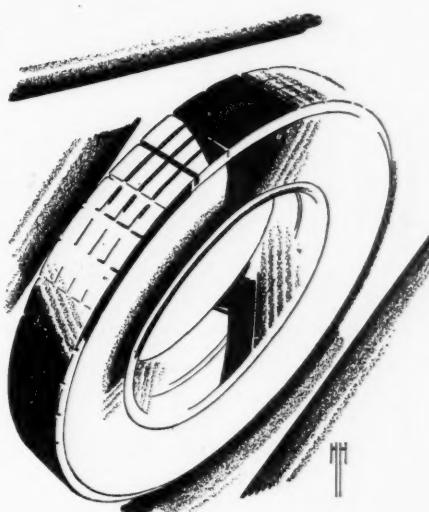
and subsequent reduced production costs.

Another Belleville company allied with the automobile industry is the Lyons Storage Battery Company. Here is a thriving young company making remarkable progress since being taken over, a few years ago, by the present owners. The company has distribution throughout the northeastern section, from Maine to Cleveland, and south to Richmond, Virginia. No effort has been made towards further territory extensions because of a wise appreciation of the economies of doing business in a concentrated area close to home.

is regularly advertised in battery trade magazines, but as yet no effort has been made toward consumer advertising.

Mr. Handler, who was formerly a chief engineer of the Willard company, "firmly believes in advertising under proper conditions," but does not feel that his company is ready for that form of expansion until a large reserve fund has been accumulated. And, since the plant has been kept operating at capacity and the general outlook is very favorable, the necessity for advertising has not made itself particularly felt.

The history of advertising has shown it to be most beneficial when

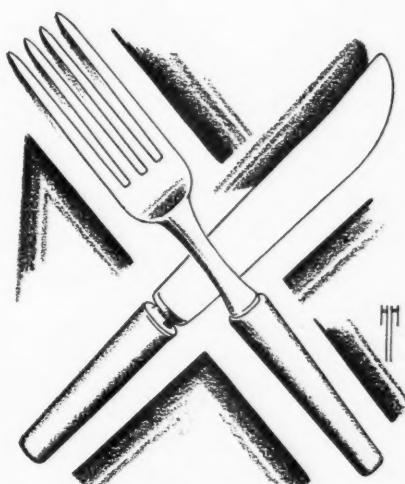


TRUCK TIRES

used, not so much as an immediate producer of sales, but more as a general market conditioner to make the area under cultivation more fertile and thus assure a healthier, more uniform sales crop and a greater yield from the seeds sown. The market for storage batteries is dominated by automobile manufacturers' requirements for original equipment. Yet, every car will average better than two batteries during its period of usefulness. Many of these replacements will naturally be of the same make as the original. To wean a volume of sales away from such a forceful combination will require consistent and constructive promotional work with the general public. Everything cannot be left to dealer influence, which even though effective is subject to shift at any minute to other manufacturers.

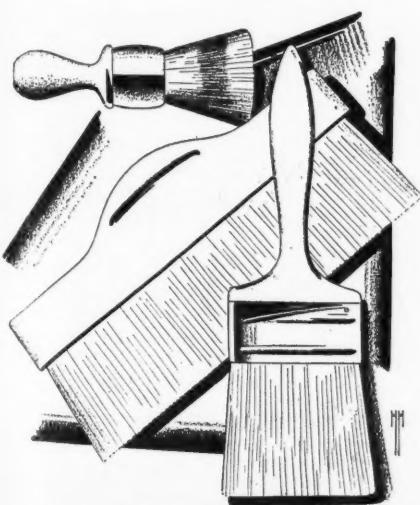
The Lyons Storage Battery Company is in a position to make hay while the sun shines. They have a good product, good business policies, substantial income and the initial dis-

(Continued on page 224)



CUTLERY

According to E. Handler, president, the Lyons company is showing excellent profits, attributed to good management and economical selling through a high type of salesmen. The major output is of "Lyons" storage batteries, although considerable business is done in the production of private brand batteries for others and in battery parts. The Lyons battery



BRUSHES



Courtesy Houston Chronicle

General Houston wouldn't believe it—but here it is, the skyline of Houston, Texas

Is the South Setting the Pace?

The editors of Sales Management wish to thank all the newspapers, chambers of commerce, boards of trade and other bodies that cooperated in the preparation of this material. We believe the data to be accurate — if anything otherwise, conservative.

BY EUGENE WHITMORE

FROM El Paso to Richmond, from St. Louis south to New Orleans and east to Miami there is, so far as we know, no boom.

However, almost everybody is busy, and everybody who deserves to be is prosperous. In one block in one little town this writer knows of three women who received expensive automobiles for Christmas presents. The money for these automobiles came from the soil and was earned by hard work.

The South has been through many interesting phases or eras. Prior to the Civil War its aristocracy was perhaps the proudest that ever lived. After the devastation of the Civil War there came a period of ignorance, prejudice and poverty. To be perfectly frank, an inferiority complex pervaded the entire section and many people thought that almost anything was good enough for the South.

Then, led by certain farseeing men, the South began to wake up. A few new enterprises were started and here and there aggressive business methods

were adopted. It was at the beginning of this period that Southerners began to brag. They claimed that the South was God's country, but they depended almost entirely on God to make it so.

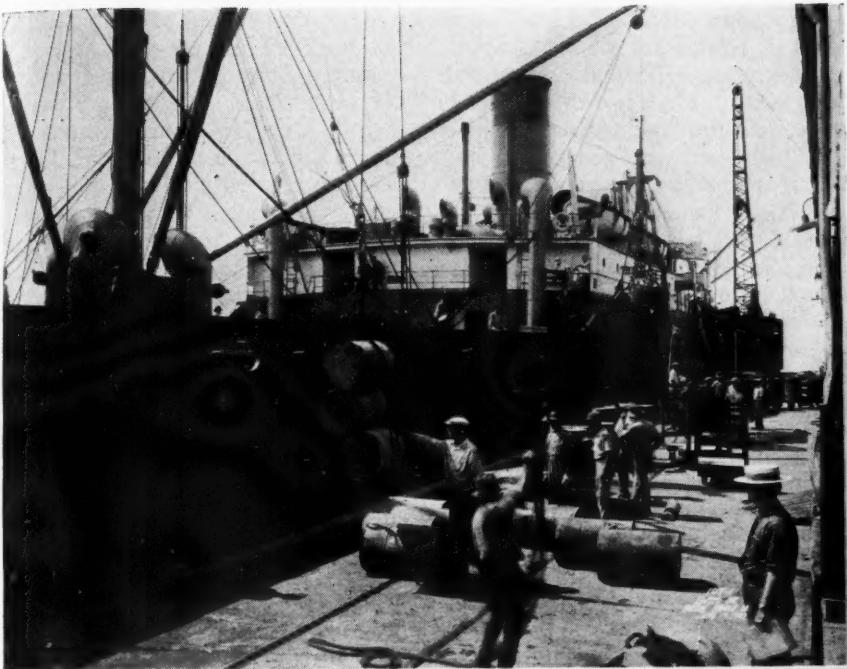
Today Southerners are too busy to brag; they are working as never before. Their work has brought them prosperity. Giant textile enterprises of all kinds dot the landscape from just south of Washington all the way to El Paso. In some sections textile plants are thick. These plants are not like their predecessors, once operated by undernourished and poverty-stricken workers, thousands of whose children had the rickets. These workers are now prosperous; live in neat, well-painted, well-kept cottages. There is virtually no labor trouble today in Southern textile plants.

The furniture manufacturing district centering at High Point, North Caro-

Southern
mammies be-
ware! This
plant makes
biscuits, cakes
and crackers.
Southern Bis-
cuit Company,
Richmond,
Virginia

Courtesy Rich-
mond C. of C.





Courtesy Times-Advocate

lina, once made cheap furniture. Today much of the furniture from this territory is as good, and some of it is said to be better, than Grand Rapids furniture.

Everybody knows the prosperity which has descended upon the tobacco-growing and manufacturing areas of the Carolinas and Virginia.

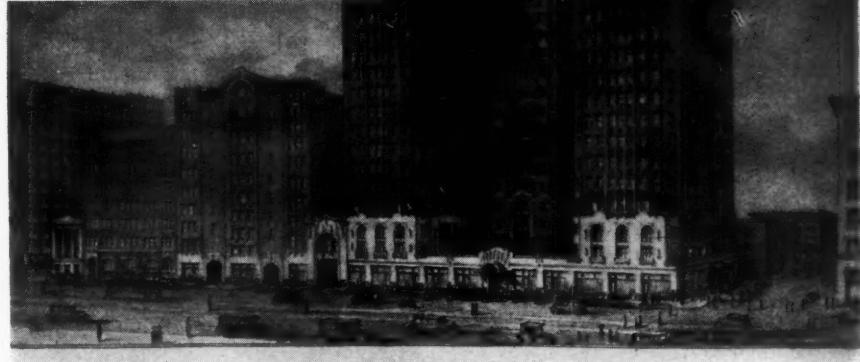
The South is blessed with abundant water power, much of which is developed far ahead of any other section.

It would be impossible in the space allotted me to begin to describe the wealth of Southern minerals, and the story of oil in Arkansas, Louisiana, Texas and Oklahoma is too well known to touch upon here.

With the Government investing \$300,000,000 in flood control it is believed that nearly all of the waste and destruction which follows a Mississippi River flood will be eliminated in the future and literally thousands and thousands of acres of the most fertile land in the world will be opened for cultivation.

Farms on the red hills of the South which once were washed with deep gullies are now terraced and fertilized and grow abundant crops of almost every known farm and garden product. Louisiana and Texas strawberries, Mississippi tomatoes, Florida oranges, Texas grapefruit, spinach, lettuce, onions and figs travel northward in long trains of refrigerator cars and steamboats to bring top prices in the Northern and Eastern markets. Georgia peaches and watermelons, Arkansas grapes, bring new wealth annually to the Southerners.

The pecan industry, almost an in-



Courtesy Oklahoma News



In certain coal mining districts in the South it has been recently discovered that the clay underlying the coal mines is valuable for firebrick. This clay, once a bothersome nuisance, is now utilized for making fine firebrick.

The Pullman Company, now building a giant car plant near Birmingham, saved many thousands of dollars when it discovered that it was not necessary to build a roof on this plant which would carry fifty tons of snow. Such a roof was necessary in the Northern plants of the Pullman Company, but with less than fifty pounds of snow remaining on this roof before it melts, a far less expensive roof was adequate.

The Goodrich Tire & Rubber Company, which is building a great plant in Industrial Village sixty miles from Birmingham, can get some of its cotton from within almost a stone's throw of this plant. Its sulphur, used in curing, comes from Texas on a barge at a very low freight rate.

Florida, no longer entirely dependent on tourists and oranges, faces a great era of prosperity as it recovers (which it is rapidly doing) from the

boom forced upon it by enthusiastic Northern and Eastern promoters and capitalists.

Arkansas, once the butt of many cruel jokes, fairly tingles with prosperity today. Its governor, assisted by the International Harvester Company, conducted several years ago a series of meetings among the farmers, which vastly increased the productiveness of nearly every farm in Arkansas. Its present governor maintains (and not without truth) that Arkansas has more natural resources than any other state in the Union. Bauxite, from which nearly all of our aluminum is made, comes from Arkansas. There are even diamonds to be found in this state, and a diamond mine is in operation there.

From Hot Springs, Virginia, to El Paso the South is dotted with summer and winter resorts. Nowhere else in the country can the same charm and social life, the same excellence in food, and the wide variety of entertainment be found as in New Orleans, yet all of these, at least that part which can be bought with money, is cheap in price

as compared with the prices charged in many other cities. The hotels and resorts of Florida are too well known for any comment in this limited attempt to set forth a few of the many resources of the South. San Antonio, already supplied with many good hotels, is planning a gigantic tourist resort to accommodate all varieties of motor tourists, rich and poor.

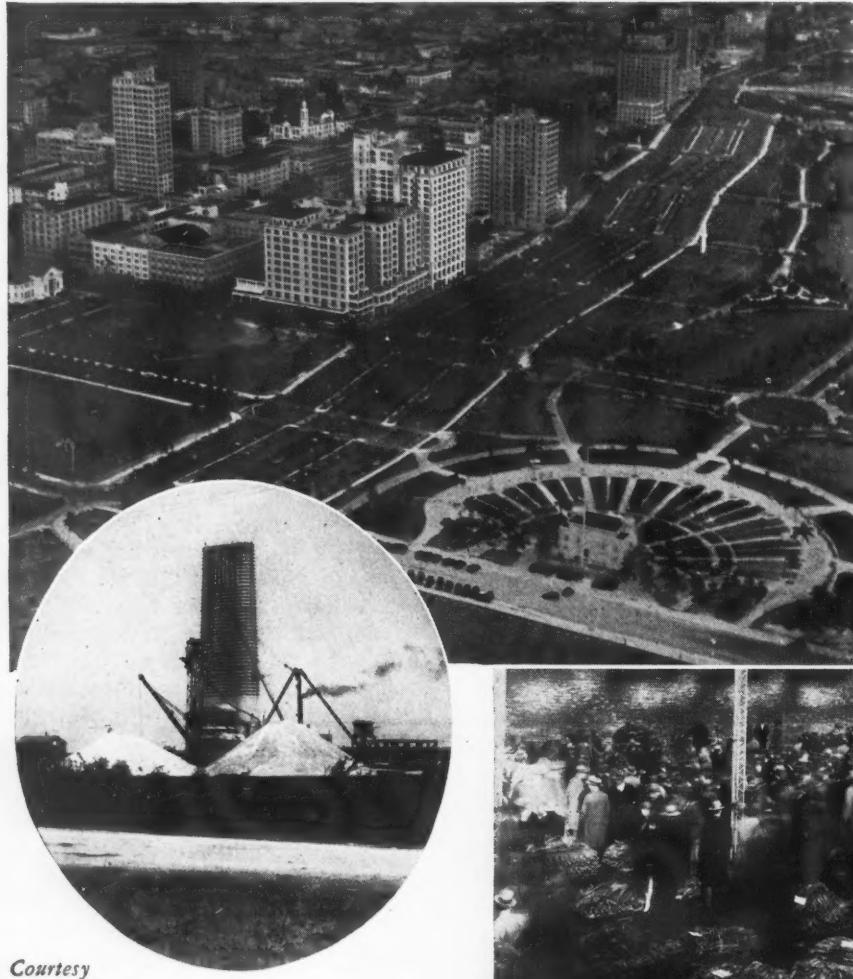
Here is one example of the alertness of Southern manufacturers. Years ago the Southern cotton oil mills had their products chemically analyzed only when absolutely necessary. Today these same mills, which are located in towns where no chemists are available, send samples of their cottonseed oil, cake, meal, hulls and linters to chemists every day. The chemists telegraph back the analyses, so that it is impossible to put too much oil in cake, or too little fiber in hulls, or too much protein in meal and cake for more than twenty-four hours at a time.

This writer personally introduced Texas figs in many Northern and Southern hotels—indeed, in some

Texas hotels. Texas figs were once rare on hotel menus, and rarer still in the stocks of grocery stores over the country. Recently this writer counted twelve separate brands of fig preserves in little glass jars which were on sale in many parts of the country. Some people prefer the small Louisiana figs, which will, in the future, give Texas figs a close run for their money, but the point is that both the Texas and Louisiana fig-raising districts are drawing money from all over the world. Virginia's peanuts add to its cotton and tobacco profits, while its seaports and industrial towns, which are growing rapidly, are enjoying heavier and heavier payrolls as each year passes. When more people understand more about the delicious taste and beneficial results of apples, apple butter, apple juice and other apple products, the orchards, whose blossoms attract thousands to certain sections of this old state, will be almost as profitable as they are beautiful.

This is true of many, many other products. New Orleans has the largest sugar refinery in the world, yet it cannot begin to supply even enough sugar for this country. The permanent International Trade Exposition at New Orleans helps sell products of all kinds to visitors from every part of

Courtesy Miami Herald



Courtesy Evening Post

Cooper River Bridge at Charleston, South Carolina, will be completed in 1929

(Left) Tourists helped to build all you see in this picture of Miami

(Below) Tobacco here is so good there is hardly enough to supply the demand. Lexington, Kentucky

Courtesy Lexington Herald



the world. Northern capital has gone into the South and encouraged dairy farming by establishing cheese plants, creameries and dairies. Texas cattlemen, bothered by ticks which infested cattle, went to India and bought a breed of cattle which could withstand ticks. On millions of acres of grazing lands this strange breed of animals has replaced the shorthorn cattle, which in turn replaced the famous longhorn steers which were once driven from Texas to Kansas City and St. Louis in great herds long before the railroads served the cattle-growing territory. Houston, Texas, dissatisfied with its rate of growth and ambitious to become a world seaport, scooped out Buffalo Bayou and brought the Gulf of Mexico to its front door. Nature put the gulf thirty miles from Houston, but Texas enterprise brought the gulf with a huge turning basin right to Houston's front door, and today Houston is a port of worldwide importance.

The port of New Orleans, one of the most modern and best managed in the world, is second in the United States in exports and imports, in tonnage and in dollars and cents. Through this port are handled almost limitless quantities of bananas—actually more than 20,000,000 bunches each year. Mahogany is another important export.

Cotton, once King of the South and still important, must look to its laurels, else it will be replaced by lumber, oil, minerals, vegetables, or a dozen other important sources of revenue.

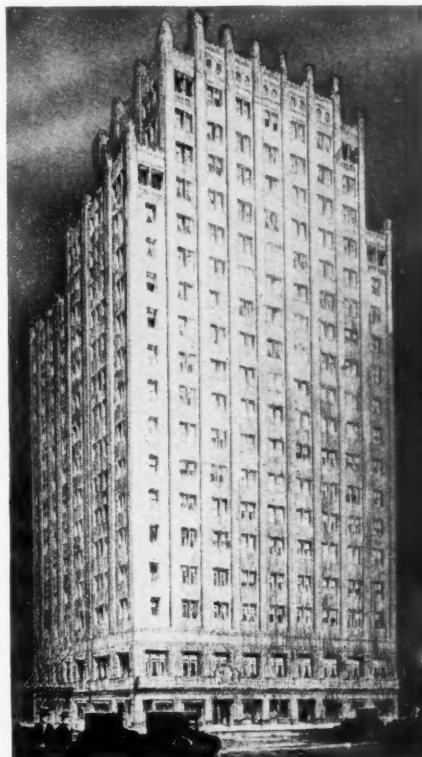
To sales executives of this country, this magazine says, Believe almost everything your travelers tell you about

the present and future importance of Southern markets. They can scarcely exaggerate.

If you do not believe it, go South and see for yourself; you will find it interesting and undoubtedly profitable. At winter resorts near El Paso, San Antonio, Brownsville, New Orleans, Biloxi, Gulfport, Miami, Daytona, Palm Beach and dozens of other places in between the pace for summer fashions is now being set.

Thousands of the nation's wealthiest people play in the South during the winter. They see investment opportunities and become interested in the development of various enterprises. Their money pours into the South, not only for luxuries, but for substantial investments which are developing the Southern markets so rapidly that more has happened in the South in the past ten years than happened in the previous hundred years.

In cotton textile manufacturing the South is setting the pace, as it is in rayon development. In development of water power and giant electric enterprises the South is leading. As it always has, the South sets the world pace in cotton growing and its lead has not so far been challenged even by Egypt. In oil, Southern and Southwestern



Courtesy Star-Telegram

A \$1,000,000 hotel (The Bluebonnet) named after Texas' state flower, to be completed March 1, for Fort Worth visitors



Courtesy Lynchburg News

(Above) Sweetbriar beauties spend their money at Guggenheim's, Lynchburg

(Left) Everybody may learn something at the new North Carolina State Fair Grounds at Raleigh



fields lead. Texas passed California in oil production in 1928, and Texas is the only billion-dollar agricultural state. Is the South setting the pace for the world? In many things it is—and it is not far behind in others.



Courtesy Dallas News

Dallas people are good talkers. Here's the new telephone building

Brief Facts about the South's Important Markets

Birmingham, Alabama

Birmingham's awakening began when the United States Steel Company acquired the Tennessee Coal & Iron Company, which had failed in 1907. Then Birmingham had a population of less than 130,000. Today its population is declared by the City Directory Publishers to be 325,000. Other estimates range from 225,000 to 275,000. Coal, iron, rolled sheets, pressure pipe, fire brick, clay products are a few of the chief sources of revenue of this city, in addition to a back country that is constantly increasing the value of its agricultural and dairy products. During 1928 the 14-story Protective Life Insurance office building and the Watts office building were completed. The \$1,500,000 Thomas Jefferson Hotel begun in 1928 will be opened early this year.

Doster-Northing Drug Company's

half-million-dollar plant, Johnson Dry Goods Company's \$200,000 home, Adams' Parisian, Schulte-United, Mangil's, L. F. M. department stores, and many new apartment houses were completed in 1928. Total building permits for 1928 were \$18,641,006. Bank clearings totaled \$1,283,850,241. The Pullman Company recently purchased a \$3,000,000 car plant from Tennessee Coal, Iron & Railroad Company. Operations to begin at once. This company also announced beginning of construction of another plant to cost \$10,000,000. Plate mills will be forced to erect larger equipment to roll bigger plates which Pullman Company will use in car building. Complete industrial village will be built around this new car plant. Work has begun on half-million-dollar home for Chevrolet Motor Company where \$1,500,000 worth of parts will be kept. Lamson-Sessions Company of Cleveland

will build half-million-dollar bolt and nut factory. Cudahy Company have announced \$200,000 sausage, ham and bacon packing plant. Goodyear Tire & Rubber Company has begun work on a \$10,000,000 tire plant and village at Gadsden, fifty miles from Birmingham.

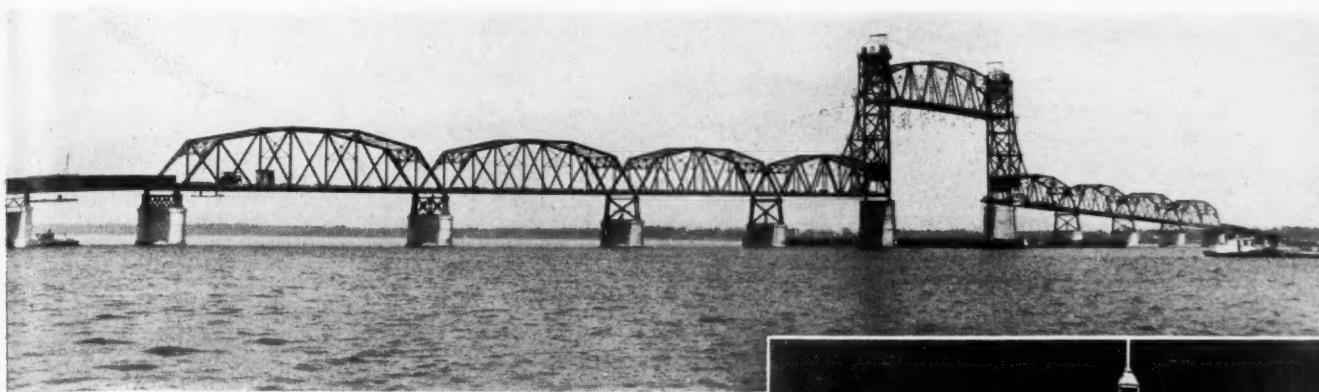
Mobile, Alabama

After the naval battle which was fought during the Civil War in Mobile Bay, citizens of that community dozed peacefully for many years. Something awakened them a few years ago. Today the city is alert and aggressive. The \$10,000,000 state-owned steamship terminals were completed in 1928. Construction of \$5,000,000 International Paper Company plant is now under way. The Continental Bag Company will establish Mobile branch this year. A \$2,000,000 paving project and extensive white-way system, municipal airport and comprehensive water works improvements are expected to be well under way in a few months. During 1928 the new \$300,000 public library was completed.

Mobile County began preliminary work for a \$5,000,000 highway and bridge building program, aided by State and Federal funds. Construction has been started on the 18-story \$900,000 Merchants National Bank Building. Louisville & Nashville Railroad Company begins construction of a \$1,200,000 yard and shop project. Pure Oil Company is spending \$300,000 on oil terminals. Alabama Power Company began work on a new combination industrial power plant to cost \$1,300,000. The Battle House, famed hotel, will spend \$500,000 adding 130 rooms and other improvements in 1929. Southern Bell Telephone & Telegraph Company proposes expansions and improvements to cost \$160,000. A \$75,000 3-story building is under way for Sears, Roebuck & Company. Building permits for 1928 showed an increase of \$1,000,000 over 1927.

Montgomery, Alabama

Capital cities, notoriously slow industrially, have felt the quickening of industrial and agricultural progress in the South. Montgomery is no exception. Montgomery County made a soil survey to help its farmers grade their soil and determine its needs and best uses. Today Montgomery has three times as large a white population as it had in 1900. During 1928 the Government located the Army Air Corps Tactical School at Montgomery, bringing an annual payroll of \$400,000 and



beginning a \$1,500,000 barracks, hangars, shops, warehouses and operations building construction program to be completed this year.

During 1928 the largest hog farm in the world was located near Montgomery. Montgomery dairies sell locally more than 1,500,000 gallons of milk annually, and in addition ship three thousand gallons daily to Birmingham. Four large apartment houses and many homes and business buildings were erected in 1928; most of the district destroyed by fire has been replaced at a cost of more than \$2,000,000. This month, contract for \$200,000 Junior High School will be let. Graystone Hotel was completed in 1928, and the Jefferson Davis will be completed in a few months. Two hospitals have added to their building space and equipment.

Montgomery Ward and Sears Roebuck both established retail stores in 1928. In 1929 a new jail, city fire department and several sub-stations will be erected. Standard Navigation Company of St. Louis will build and operate boats and barges on the Alabama River between Montgomery and Mobile if Montgomery and Selma offer suitable terminal facilities. Rate reductions benefiting Montgomery shippers were: general reduction in rates on forest products for intra-state shipments; substantial reductions in carload rates on salt from Louisiana mines to Montgomery; reduced rates

(Above) More people want to get across the water, so here's a new \$5,000,000 span at Newport News

(Right) They bottled up a river and moved the carnival show grounds to build this. The new Smith Young Tower, at San Antonio

(Below) Mexican revolutionists may think this is a munitions factory, but it's only an oil refinery.

El Paso, Texas

Courtesy Daily News

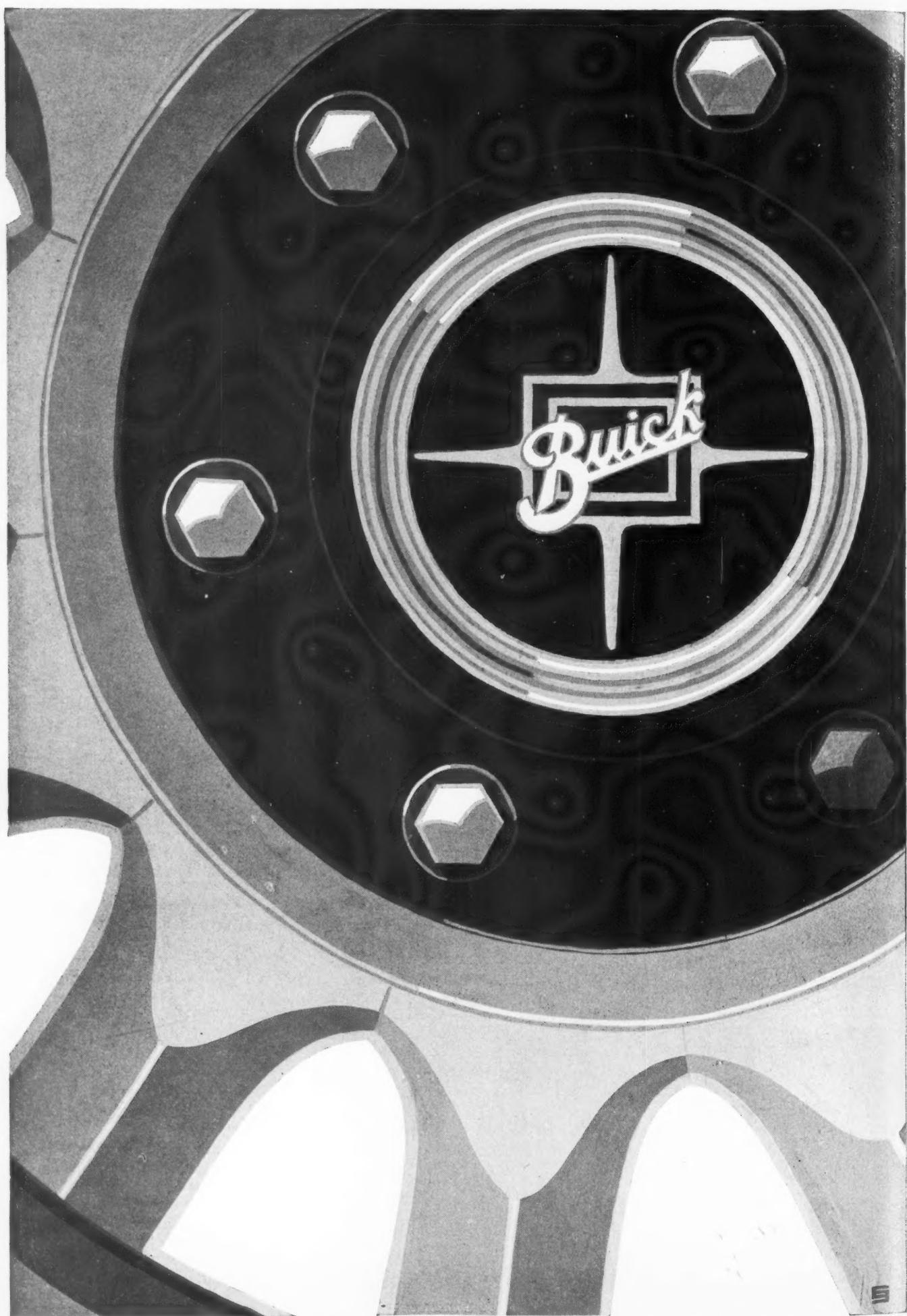


Courtesy San Antonio Light

from Montgomery to all points in Florida on road-building materials; commodity rates on cotton factory products from West Boylston to all eastern, southern and western points.

Fort Smith, Arkansas

Fort Smith serves western Arkansas and eastern Oklahoma. Development and extension of near-by gas fields, creameries and milk plants, completion of civic improvements, including paving, schools, parks, playgrounds and sewer extensions, were part of 1928 development. Eleven-story \$600,000



**Buick! That name has circled
the globe . . . winning ever-
increasing prestige and popu-
larity throughout a quarter
of a century . . . until today
millions of men and women
the world over comprise the
Buick market. Buick is a
Campbell-Ewald client . . .**



In addition to Buick Motor Cars, the Campbell-Ewald Company advertises the following services and products:

American Automobile Association; Apex Electrical Household Appliances; Ashley-Dustin Steamship Line; Bank of Detroit; Burroughs Figuring Machines; Canadian General Electric Co., Ltd. (Institutional); Caterpillar Tractors (Canada); Chevrolet Motor Cars; Consolidated Corrugated and Folding Paper Boxes and Binders Board; Copeland Electric Refrigerators; Detroit & Cleveland Navigation Company; Delco-Remy Automotive Products; Detroit & Port Huron Steamship Lines; Dover Mfg. Co., Lady Dover Electric Irons and Percolators; Fireside Industries Home Arts Training; Fyr-Fyter Extinguishers; General Motors Building; General Motors of Canada (Institutional and Products); Grand Rapids Metalcraft Corp.; Kelch Heaters; Harrison Radiators; Hercules Truck Bod-

ies; Holley Carburetors; J. L. Hudson Department Store; Hyatt Roller Bearings; Keystone Watch Cases and Howard Watches; Kleiner, Tom Moore Cigars; S. S. Kresge Stores; Liberty Ready-Cut Homes; Link-Belt Industrial Products; C. H. McAleer Automobile Polishing Products; Milson Extracts and Pharmaceutical Products; National University Society Business Coaching; National Bank of Commerce of Detroit; New Departure Ball Bearings; Nicholson-Erie-Dover Ferry Line; Oakland Motor Cars; Olds Motor Cars; Paintex Fabric Paints; Panama Mail Steamship Co.; Pontiac Motor Cars; Postel's Elegant Cake Flour; Premier Cushion Springs; Rambler All-Metal Aeroplanes (Canada); Sawyer-Massey Road Machinery (Canada); Shotwell Marshmallows; Taylor Caps for Men; Union Title and Guaranty Service; Union Trust Service; United Motors Service; Webster Cigars; White Star Steamship Lines; Wolsey Woolen Wear (Leicester, England).

Campbell-Ewald Company, H. T. Ewald, President
General Motors Bldg., Detroit; New York; Chicago; Seattle
Los Angeles; Portland; San Francisco; Paris, France
In Canada — Campbell-Ewald, Limited, Toronto; Montreal

Address our Detroit Office for a booklet featuring the personnel and organization of the Campbell-Ewald Company

hotel; \$425,000 Masonic Temple, \$400,000 high school just completed; a \$409,000 bond issue for paving; \$185,000 addition to St. Scholastica's convent, are some of the projects completed and under construction.

Little Rock, Arkansas

Another state capital city, once sleepy, Little Rock, almost exactly the geographical center of Arkansas, with a 75-mile trading radius, serving nearly half the state's purchasing power, is growing rapidly. Arkansas spent more than \$22,000,000 in 1928 on state highways; will spend more than \$20,000,000 on new construction and maintenance in 1929. International Shoe Company completed million-dollar textile plant at Malvern. International Paper Company started operation of six-million-dollar pulp and paper mill at Camden. Kraft Cheese Company now operating successfully a large plant at Carlisle.

Arkansas' airplane factory, Command-Aire, Inc., has booked orders for many thousand planes to be delivered in 1929, and is now enlarging plant and machinery. Latest population surveys indicate population of 103,000 for Little Rock, and 21,165 for North Little Rock. The state legislature is now on a tour of textile sections of the Southeast to study legislation ideas to encourage textile plant development in Arkansas. January 7 the Arkansas Power & Light Company announced the beginning of second hydro-electric dam on the Ouachita River to cost \$6,-

125,000. New buildings erected in 1928 were: \$200,000 county jail; Y. M. C. A. Building, \$450,000; Wallace office building, \$250,000; high school building and auditorium, \$1,250,000; terminal warehouse, \$300,000; new Albert Pike Hotel, nearing completion, \$1,000,000; and new million-dollar Missouri Pacific Railroad bridge across Arkansas River; many other smaller projects.

Miami, Florida

Miami, once the scene of the world's most hectic boom, forced on it against the better judgment of farseeing citizens, is making long strides forward from the depression which inevitably follows a boom. 1928 building permits totaled \$5,000,000, more than \$3,000,000 of which were in Miami Beach alone.

Dade County court house, 27 stories, costing \$4,500,000, completed in 1928. Building permit was issued in 1927, and is not included in 1928 figures. Four new bridges across Miami River are under construction. Total investment, \$1,200,000. Indian Creek Golf Club will spend \$1,000,000 on club house and links; Bath Club, Miami Beach, spent \$750,000 in 1928, on additional facilities. Municipal airport to cost \$32,000, dedicated January 7 and 8; one hangar already completed. Pan-American Airways, Inc., spent \$1,500,000 on hangars and passenger stations; this company serves 21 foreign nations with air mail and passenger service from Miami, ships

flying between Miami and Nassau, Bahamas, Cuba and the West Indies, and through Panama to South America.

Clyde Steamship Company erected

\$75,000 passenger station and pre-cooling plant, at municipal piers during 1928; plant formally dedicated January 10, 1929. Tatum Brothers announce opening of new ocean front real estate subdivision, the first project of this kind launched since 1925. Previous tourist records range from 75,000 to 100,000 visitors for three months or more; Chamber of Commerce claims that there are now more than 125,000 visitors in the city. Hotel and apartment house owners' associations report best business since 1925. Tourists expend \$1,000,000 a day in Miami from December to May, Chamber of Commerce estimates.

Tampa, Florida

Tampa, once famous almost entirely for its cigars, has kept step with other parts of Florida in improvements and diversification of revenues and resources. Cargoes valued at \$371,083,050, more than \$87,626,150 higher than in 1927, were handled during 1928; more phosphate exported during 1928 than in any year since 1920.

\$3,000,000 marine terminal and coal storage plant of Union Terminal Company will be completed and in operation early this year. Tampa cigar factories made 490,174,558 cigars in 1928, nearly 10,796,160 more than in 1927. Smokers paid \$55,000,000 for these cigars. 3,774 building permits valued at \$3,642,259 issued in 1928. Twenty-two miles of asphalt paving completed in Hillsborough County. Tampa paved 13 miles of streets and 32,000 feet of sidewalks, extended the sewer system by 12 miles and water system by 26,000 feet of mains, with 41 additional fire hydrants. Municipally owned water works showed net profits of \$35,586. Population showed net gain 1,783 families, or 5,349 persons.

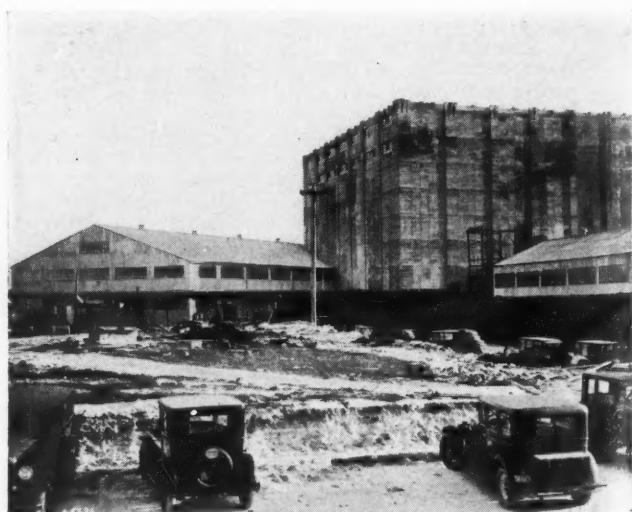
Citrus shipments for present season



Courtesy Atlanta Constitution

(Above) Coca Cola, Georgia peaches, cotton and pecans will go out via these tracks and this warehouse. New Southern Railway Building, Atlanta

(Right) Good cigars and many other things will be handled through this new \$3,000,000 marine terminal and cold storage plant just completed at Tampa



total 17,657 cars, a substantial increase over same period of last year. Plant City, near Tampa, will receive more than \$1,000,000 from strawberry crop, largest on record. 1,500-ton daily capacity sugar mill of Southern Sugar Company at Clewiston, opened January, 1929, a new industry for southern Florida. Projects in sight for 1929 include: \$750,000 6-story Western Union Telegraph Building; new phosphate plant; several aircraft factories, and deepening of Tampa's harbor.

Jacksonville, Florida

Jacksonville, named in honor of General Andrew Jackson, served with a natural land-locked harbor, 32 feet deep at its shallowest point, is the largest lumber port on the South Atlantic Coast, and second largest naval stores port. During 1928 postal receipts were \$1,061,197, as compared with \$1,174,345 in 1927. 1928 bank clearings were \$832,568,614, as compared with \$1,002,493,522 in 1927; this slight decrease indicates a healthy condition, particularly when we consider that the 1927 post office receipts were 64 per cent ahead of 1920 and 1927 bank clearings 60 per cent ahead of 1920.

Kilowatt-hour consumption increased 20 per cent over 1927 during 1928. County clerk's records indicate fairly active real estate movement, 10,000 deeds being recorded in 1928, thirty-one new manufacturers locating in Jacksonville during 1928, representing a plant investment of \$3,500,600. Municipally operated electric plant began operation of \$2,500,000 addition in 1928. During 1929 a \$2,000,000 paving and sewage bond issue is expected to be spent. Swift & Company began operation of lard compound and shortening plant in 1928.



St. Petersburg, Florida

With total registrations showing 14,000 winter residents already recorded, it is estimated that 80,000 visitors are in the city now. Real estate transfers during the first nine months of 1928 involved approximately \$20,000,000. Several million dollars of building said to be in prospect for the next year or so. The following prospects are under way or contemplated for immediate construction: new Snell Arcade and tower nearing completion, \$500,000; new Catholic Church, \$250,000; Woolworth Building, \$200,000; McCrory Stores rebuilding at a cost of several thousand dollars; Snell Island Bridge, \$100,000; new aviation field, coast guard recreation field, plans for a new water supply system, municipal golf course and a score or more of new residences costing from \$25,000 to \$75,000.

Atlanta, Georgia

When the Candler Building was erected years ago old citizens shuddered at what they deemed visionary and impractical foolishness of the man who made Coca Cola famous. Today two or three Candler buildings announced in one month would cause little comment from the busy citizens of Georgia's largest city as they walk down Peachtree Street. An all-time construction record was established in Atlanta during 1928; building permits totaled \$27,580,541.

An 18-story \$900,000 Merchants National Bank Building to help take care of Mobile's prosperity

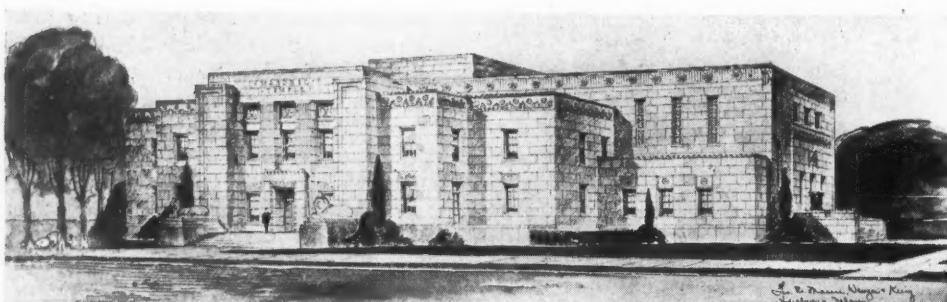
Actual contracts awarded during first eleven months totaled \$28,938,700, surpassing twelve-month total of 1927. Nineteen hundred and seventeen projects started, gaining 472 new projects for the eleven months of 1928 over 1927's total. One hundred and sixty-five new businesses were established in Atlanta by outsiders; among these were: 20 factories, 60 warehouses, 85 sales organizations, bringing 4,200 new jobs or employes (exclusive of families) with an average income of \$1,610.

Southern Railway moved central accounting offices to Atlanta, making this city the largest general office headquarters of the system, bringing 1,200 people and their families. Chevrolet Motor Company completed and started production in new assembly plant, capacity 350 cars daily. Population for metropolitan area reported by Newspaper Feature Bureau at 350,000. City proper claimed 288,887 on January 1, 1929. Two-million-five-hundred-thousand-dollar viaduct construction



Courtesy Tampa
C. of C.

Courtesy Mobile
Register



(Left) The Masons are building this \$425,000 temple at Fort Smith, Arkansas

Courtesy Times-Record

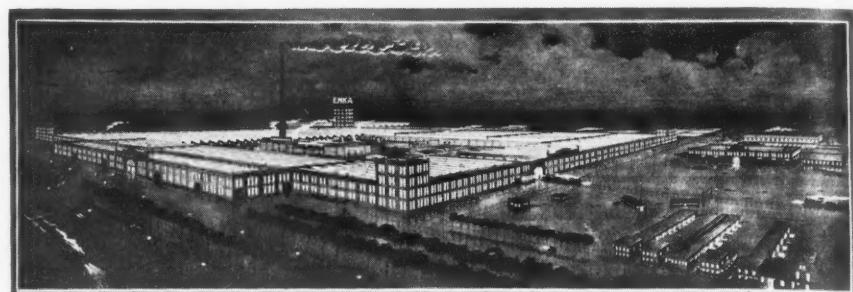
program almost completed, giving city two more main thoroughfares and eliminating railroad crossings. Real estate sales fell slightly short of the number in 1927, which was highest ever recorded.

J. T. Rose, federal collector of internal revenue, reported decrease of 1 per cent in income taxes paid in 1928 as compared with general average decrease over the country of 2.6 per cent. January, 1929, construction program began with \$750,000 permit for reconstruction of famed Piedmont Hotel. Railroad companies have agreed upon plans for new station and probable warehouse, station to cost \$500,000, warehouse to cost \$3,000,000. Sears, Roebuck & Company announced plans for a large addition to their mail-order and Southwestern retail headquarters at Atlanta. Southern Bell Telephone & Telegraph Company announce preliminary plans for 25-story district headquarters building, cost \$5,500,000, first unit, six stories, \$1,000,000 cost, to be completed 1929. Extensions and enlargement of service, including acquisition of new properties by Georgia Power Company during 1929, will cost \$7,000,000.

Augusta, Georgia

Sam Moss of the Augusta *Herald* writes, "There was nothing done worth making a picture of," but adds, "Building permits issued in 1928 totaled \$1,575,000, with enough in suburbs to total \$2,000,000. In Aiken, 17 miles from Augusta, \$1,200,000 in new construction was undertaken. Local building included University of Georgia Medical College Hospital nurses' home, \$150,000; additions to Hotel Richmond, \$150,000 for 100 rooms; addition to Tubman High School for Girls, \$80,000; remodeling two stores, \$50,000; city spent \$170,000 for new paving; \$60,000 for new water mains; similar amount in sewers; completed municipal aviation field."

New bridge being constructed across Savannah River at Furey's Ferry, South Carolina, 20 miles from Augusta. Thirty miles of pavement



Courtesy Asheville C. of C.

between Augusta and Waynesboro, Georgia, being constructed. Georgia and Florida Railroad completing \$2,000,000 extension to Greenwood, 60 miles from Augusta. Augusta-Aiken Railway & Electric Corporation merged with Southeastern and affiliated companies, the Georgia Power Company and the South Carolina Power Company; new merger now surveying river above Augusta for \$20,000,000 power project. Sears, Roebuck & Company and Montgomery Ward & Company entered Augusta in 1928; the latter is now preparing to open a new store. L. & H. Aircraft Company, Hartford, Connecticut, is establishing base at Augusta, and hotels are arranging to have tourists brought in by air. "The county went overwhelmingly Republican, if that means anything to business."

Savannah, Georgia

Savannah, long famous as world's leading naval stores port, now has many other resources, most of which it is developing to the limit. South Atlantic Steamship Company, owners of Palmetto line ships, recently purchased from United States Shipping Board ten vessels, to be reconditioned with refrigeration space to carry citrus cargoes to Europe. Thirty-six sailings yearly on the recently awarded Government mail contracts, to be carried out of Savannah to North European countries and the United Kingdom.

Ludlow-Georgia Bagging Corporation, branch of Ludlow Associates of Boston, are now operating jute bagging plant, expected to be one of Savannah's largest industries. Lindsay-



The Santa Fe is stepping out with this new building in Amarillo, Texas

MacMillan Company, of Milwaukee, located a core oil plant at Savannah. The Georgia Rosin Products Company has consolidated several branch plants at Savannah. Savannah now manufactures more turpentine cups than any other city. Three years ago not one turpentine cup was manufactured in Savannah. Now daily production is 110,000.

Southern Bell Telephone Company just completed new \$1,500,000 exchange building. Addition to post office will cost \$900,000. Class 1 airport under construction. City drainage work just completed cost \$900,-



MEMPHIS—the Capital of the “Mid-South Empire”

A MARKET OF 2,500,000 PROSPEROUS PEOPLE

The development and expansion of the Mid-South Empire, (the Mississippi River Valley States) is unquestionably attributable to the expansion and development of its capital—Memphis.

An expenditure of \$28,000,000 to build hard-surfaced roads in the Mid-South Empire has modernized the entire territory and made every point accessible to Memphis. In return Memphis has done much to bring to the Mid-South Empire numerous manufacturing industries, thus trebling freight tonnage the past three years, by both rail and water.

A FEW FACTS ABOUT MEMPHIS

That Make It the Capital of the “Mid-South Empire”

Populace (1928), 265,500; industries, 580; industrial workers, 26,000; industrial payroll, \$30,000,000; bank clearings \$1,172,927,188.37; bank debits (trade volume), \$1,931,807,804.16; building permits, \$15,300,002; postal receipts, \$2,586,390.86—all showing increases over 1927; schools and colleges, 84; Memphis is the largest inland cotton and hardwood lumber market in the world; world's second largest drug market; largest producer of cotton seed products; largest grocery jobbing market of the nation; South's largest distributing point for autos, farm implements, hardware; eleven railroad lines and two river barge lines; one of the largest inland harbors and river terminals.

Uncle Sam's \$325,000,000 flood prevention program has given the entire valley a new life and inspired greater industry and development. Vast sums are already being spent for supplies and materials through the Memphis headquarters.

This newly invested Mid-South Empire is most receptive for new home comforts and conveniences, for luxuries and necessities. Advertising to this highly spirited 2,500,000 populace will meet with instant reception.

The dominant newspapers in this Mid-South Empire are the *Commercial Appeal* and *Memphis Evening Appeal*. These papers are growing and expanding with the great territory they serve and commanding the reader interest and public confidence of the entire valley populace.

Send for Booklet “Memphis”—Write to

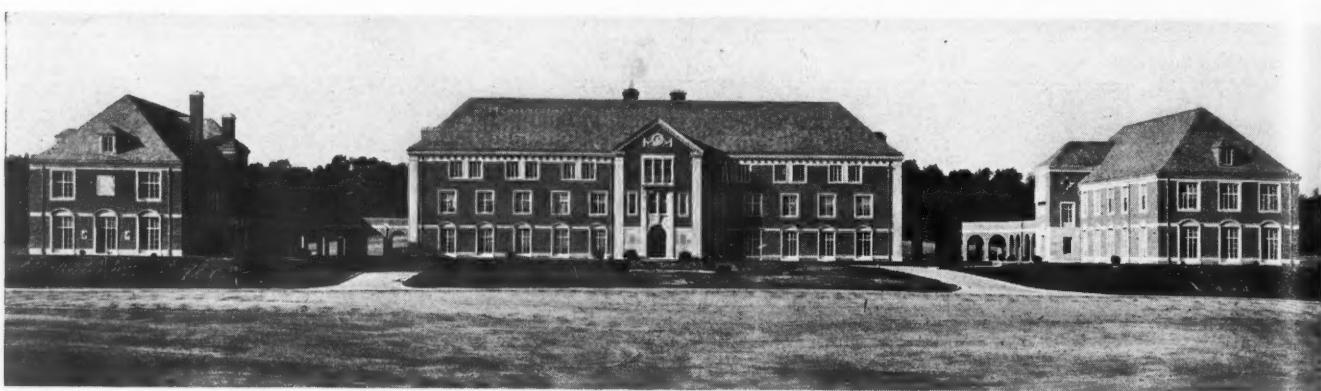
THE COMMERCIAL APPEAL

*“The South’s Greatest Newspaper”—
An Institution of the South Since 1840
and the*

MEMPHIS EVENING APPEAL

*“The South’s Fastest-Growing Newspaper”
A CIRCULATION PACKED FULL OF PURCHASING POWER
M & E 181,775 Sunday 143,592*

JOHN M. BRANHAM COMPANY, *Representatives*



Courtesy Greensboro C. of C.

Not a millionaire's home, but the office building of the Pilot Life Insurance Company, at Sedgefield, North Carolina

000. Savannah River Lumber Company obtained \$7,000,000 three-year contract for automobile body hardwood. Strachan Shipping Company purchased four large freight ships to help develop port of Savannah commerce.

Lexington, Kentucky

Charming people, beautiful and fast horses and good tobacco. What more could man want? However, in addition, Lexington showed a steady increase in population, enjoyed building permits totaling \$1,679,819 in 1928, plus extensive suburban developments, of which no record is kept. After a poor year in 1926-27, the tobacco market rose in 1927-28 to satisfactory prices. Authorities predict good prices next year, because tobacco buyers claim that the entire burley crops during the coming two years will be sufficient only for existing demand.

Louisville, Kentucky

Louisville, famed for hospitality and "The Derby," the home of Alice Hegan Rice, author of "Mrs. Wiggs of the Cabbage Patch," and Marse Henry Watterson, may forget past glories in its present prosperity. During 1928, 72 manufacturing plants already established in Louisville made additions to their plants. Recent additions and improvements had a total value of \$5,229,798 and provided work for 1,755 additional employees. Twenty-six new industries were established in the city in 1928. During the year 3,266 permits were issued for a total of \$18,101,575 worth of building construction. Many more important projects included in the previous year's record total of \$23,243,210 in building permits were completed. Factory construction gained 40 per cent over 1927.

Completion and putting into operation of a hydro-electric plant, the

largest automatically controlled one of its kind, increased capacity of central power stations in Louisville to 233,000 horsepower. Air mail line to Louisville opened during 1928. Modern system of junior high schools completed at cost of \$5,000,000. Louisville is in midst of a \$10,000,000 sewer construction program. The most important unit has been completed: a grade crossing elimination plan for which \$5,000,000 worth of bonds was voted as the city's share in payment for this work. Municipal auditorium virtually completed. In May construction of a \$5,000,000 municipal bridge across the Ohio River began, which will provide more direct access to the central metropolitan district from the north side cities of New Albany and Jeffersonville, Indiana.

Improvements costing \$1,000,000 are being made upon a privately owned railway bridge across the Ohio. In 1929, after fifty years, the last of fifty dams in the Ohio River navigation system will be completed; this will provide a nine-foot channel in the river from Pittsburgh to the Mississippi, making possible water shipment from the Alleghenies to the Gulf. More than \$120,000,000 has been spent on this system. The Federal Government has appropriated \$2,700,000 for a new post office, in addition to what may be realized from the sale of present site.

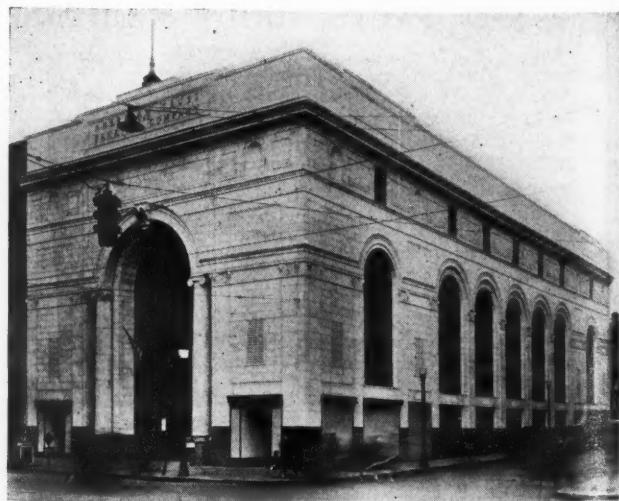
Chattanooga's progress is reflected in this new home for the American Trust and Banking Company

Courtesy Chattanooga Times

Sears, Roebuck & Company have bought property on which they will build a \$1,000,000 store. Approximately \$10,500,000 will be spent for new equipment by the Louisville & Nashville Railroad Company, which has its central offices and shops in Louisville. The city government has employed, at a salary of \$50,000, a city planning and zoning expert in the hope of obtaining its prospective development in as orderly and as beneficial fashion as possible.

Paducah, Kentucky

Paducah, Kentucky, where Irvin Cobb was born and began his career, began in 1928 construction of a new hotel named after him. A new \$150,000 addition to the largest Negro industrial college in the state is being built. Many miles of streets, sidewalks and sewers were laid in 1928. A new silk hosiery mill, with its output already sold, began operations, and 1,000 men were added to the payroll of the new Illinois Central shops, completed in 1927. Hundreds of miles of improved highways, many centering in Paducah, building of the Paducah-Brookport highway bridge





Courtesy Courier-Journal

Within a few months you will be able to walk from the arch in the front of this picture straight over the river to Mr. Colgate's plant in Jeffersonville. It is taking \$5,000,000 to give you this convenience

over Ohio River, enlargement of the dairy industry and the excellent price of tobacco, are some of the factors which indicate the present and future prosperity of Paducah and its trading area.

Baton Rouge, Louisiana

Gulf Coast oil fields were extended to the Baton Rouge area last year with the discovery of two oil fields, and next year a record drilling program is promised. The Gulf Refining Com-

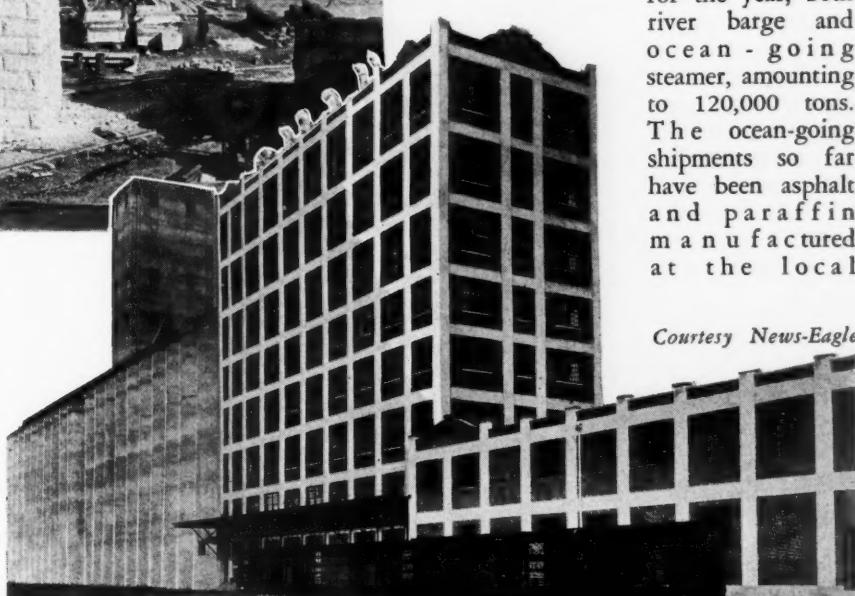
The South wants more automobiles, so the Sterling Wood Products Company has a new plant under construction at Knoxville for the manufacture of more body parts

Courtesy News-Sentinel

pany now has four wells in its newly discovered field at McElroy, 30 miles southeast of Baton Rouge, and the Rycade Oil Corporation has two wells in its field at Bayou Boullion, 25 miles southwest. The Texas Company has recently closed a contract with the Louisiana Land and Exploration Company whereby the Texas Company is obligated to drill four wells in each of 11 salt domes in south Louisiana. Nine are in Terrebonne and Lafourche parishes within 75 miles of this city.

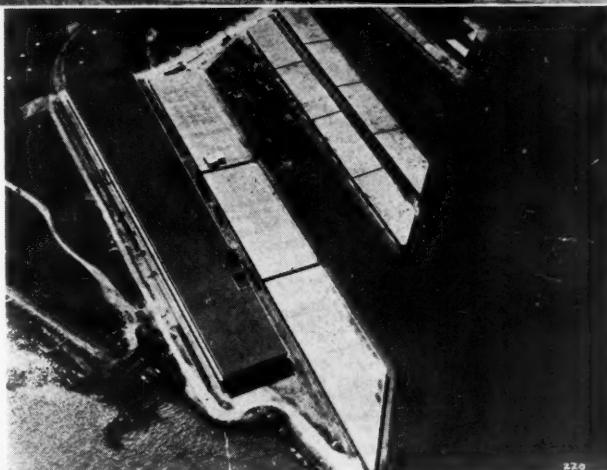
The past year has seen the municipal terminals at Baton Rouge develop into a real asset to the city, business for the year, both river barge and ocean-going steamer, amounting to 120,000 tons. The ocean-going shipments so far have been asphalt and paraffin manufactured at the local

Courtesy News-Eagle



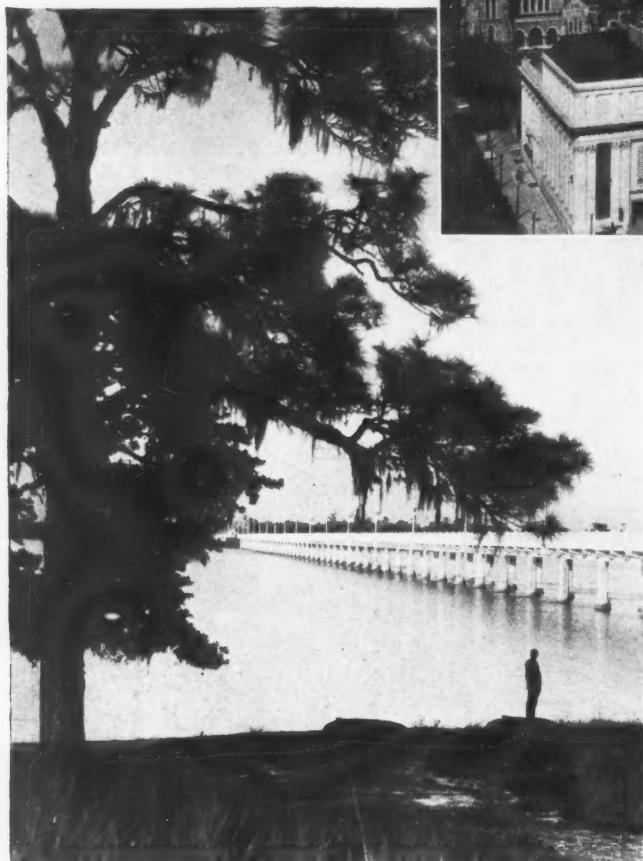
(Above) Two grain elevators of 1,000,000 bushels capacity each were completed in Enid in 1927

(Right) Almost every modern cotton handling device known to industry is part of the equipment of these new docks and cotton warehouses completed last year by the Galveston Wharf Company at a cost of \$1,000,000



(Right) This picture is two months old. It's already out of date. That's how fast Birmingham grows.

(Below) Biloxi, as well as Boston, has its "back bay." Here's the bridge across it.



Courtesy Democrat

The new Wallace Building in Little Rock got completed just in time to get its picture on this page.



refinery of the Standard Oil Company. Extensions to the terminals, the first complete unit of which was finished in 1928, are being considered. Money for completion of the Intracoastal Canal from Plaquemine, near here, to Galveston, Texas, has been provided. Money is now available for completing a paved highway system connecting all the cities of the state,

and when spring opens construction work will be started. Baton Rouge business houses reported the best business in years for the final months of the past year. Improved agricultural conditions brought about through the development of new varieties of sugar cane which will withstand the insects that have wrought havoc to the sugar industry is an important factor. The new varieties of cane will replace practically all the native varieties in the plantings of next season.

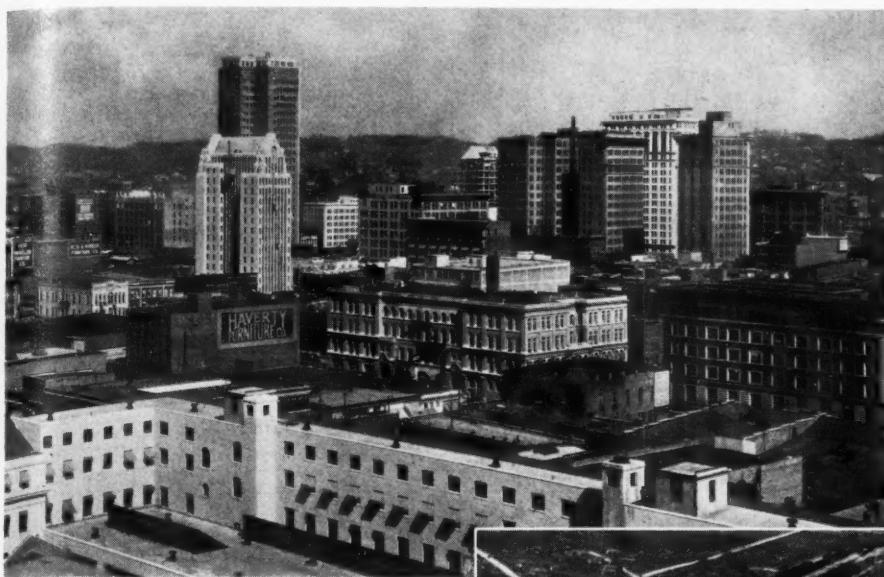
New Orleans, Louisiana

The Crescent City, recovering from the effects of the flood and optimistic since the Government has begun work on the \$11,000,000 flood control project, is now living up to its reputation of being "The City that Care Forgot." Poets, writers, philosophers and ordinary travelers have exhausted

vocabularies far larger than this writer's, praising the people, the buildings, the French Quarter, the famous hotels and restaurants and modern amusements of all kinds offered by this city.

Bank deposits as of December 31, 1928, show an increase of \$5,000,000 over 1927, and \$1,000,000 above the previous high record of 1925. Building permits for 1928 totaled \$11,850,947. In addition to flood control, among the many important projects which will probably be started during 1929 are: Twenty-two-story American Bank building, \$1,750,000; improvement of Bayou Bonfouca, \$22,000; improvement of Little Caillou Bayou, \$85,000; U. S. Government Quarantine Station, \$425,000; U. S. Custom House Addition, \$150,000; drainage of St. Charles Parish and Jefferson Parish, \$4,500,000; upper protection levee, \$2,000,000; highways, Baton Rouge to New Orleans project, Hammond-Lakeshore scenic highway, and hardsurfacing of Old Spanish Trail, probably \$3,500,000; free bridges across Chef and Rigolets to be completed in August, 1929, \$2,000,000; public utility expansions, at least \$4,000,000 in 1929; telephone company expansion, \$10,000,000 in next five years; street paving, at least \$3,500,000 in 1929; sewage and water board projects will involve expenditure of \$14,700,000 in next three years; Canal Street beautification, lighting, etc., \$1,500,000.

Additional projects: New auditorium, \$2,000,000, funds for which were provided in bond issue; new criminal court and prison, \$1,000,000, plans now near completion; four port-dock board projects, all of which are under way, \$3,250,000; Celotex Company has a new building ready for installation of four new machines,

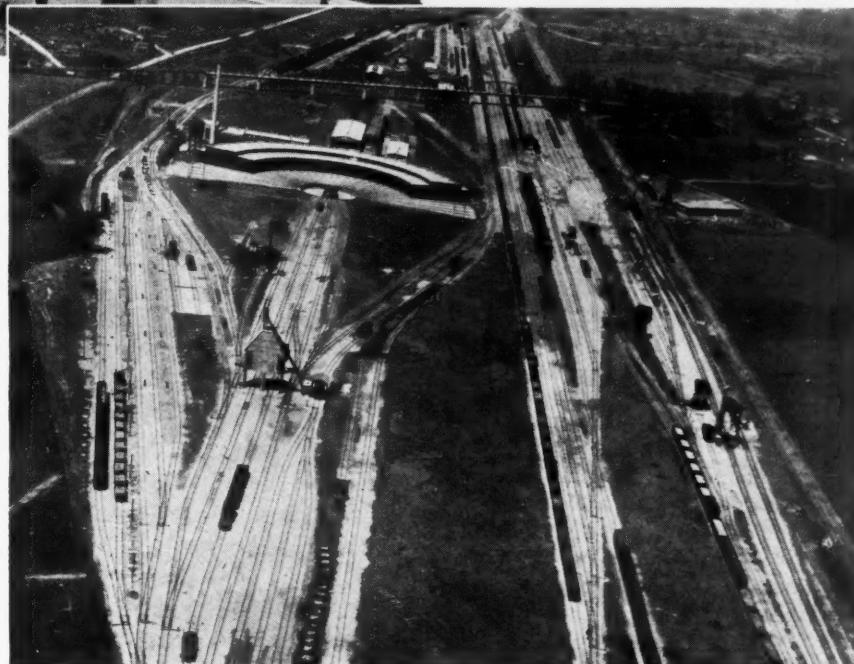


each of which will cost \$600,000, doubling present output to 2,500,000 board feet a day and increasing present investment to about \$10,000,000; contract to be let shortly for four-story warehouse and office and coffee-roasting plant for the Atlantic & Pacific Tea Company, \$225,000; A. & P. will open fifty additional stores in New Orleans by end of 1929 at an average cost of \$4,000 each; Chevrolet will build warehouse and part distribution depot costing \$250,000; Paper Makers' Chemical Corporation is building an industrial plant adjoining plant recently completed, \$90,000; Tobias Bag Company to build factory, \$60,000.

In addition to the specific projects listed is another important group of projects for new playgrounds, parks, new hospitals, hotels and apartments, schools and churches.

Shreveport, Louisiana

Shreveport, drawing business from northern and western Louisiana, eastern Texas and southern Arkansas, while absorbing some deflation from oil activities, has had a prosperous year and looks forward to a busy 1929. During 1928 the new Caddo Parish \$1,250,000 courthouse was opened. It is completely paid for. In November work began on a \$600,000 city auditorium. During 1928 the Government located the Third Attack Wing of the Army Air Corps at Shreveport; this means an \$8,000,000 expenditure for buildings, etc. Nineteen hundred and twenty-eight construction begun showed an increase of nearly \$1,000,000 over 1927. There was a bumper cotton crop of 225,000 bales reaching the Shreveport market. Two large industries located in Shreveport during 1928 were:



Mich-la Industries, capitalized at \$300,000, specializing in lumber for furniture and automobile trade, and the Southern Acid and Sulphur Company, initial investment \$300,000. Definite plans to restore navigation on the Red River from Fulton, Arkansas, to Alexandria, Louisiana, have been initiated.

Jackson, Mississippi

Jackson, capital of the state, enjoyed an unusually good year in building. The Lampton Building, the eight-story Walthall Hotel, a four-story overall factory, the Calvary Baptist Church, and several modern apartments and store buildings, were completed in 1928. Projects for 1929 include: 16-story office building, completion of the Gulf States Creosoting plant, one of the largest in the South, expansion program including new buildings at Millsaps College, and \$4,000,000 hospital for the insane. Hinds County

is completing a \$3,500,000 road surface program.

Biloxi, Mississippi

Biloxi, with its neighboring city, Gulfport, might well be called the Riviera of the South. Both cities are of special interest as luxury markets on account of the heavy influx of

Memphis ships so much cotton, lumber and goodness knows what else that the railroads had to build a new yard to take care of it.

Courtesy Memphis C. of C.

money spent there by vacationists. These cities are a veritable Valhalla for pleasure seekers, offering facilities for practically every warm-weather sport, along with the luxury of an almost perfect natural setting. While primarily a resort city, Biloxi is a commercial center as well, shipping large quantities of Satsuma oranges, grapefruit, shrimp, oysters and paper shell pecans. Gulfport is the most important seaport of Mississippi, with the best harbor between New Orleans and Mobile. Satsuma oranges, lemons, kumquat, grapefruit and Japanese persimmons contribute to its commercial prosperity.

The new Edgewater Gulf Hotel has just been completed between Biloxi and Gulfport, together with a 150-car garage; the Buena Vista has completed a 120-room addition; the new Tivoli, a 100-apartment hotel, is under way. The Hotel Markham is being built in Gulfport at a cost of \$1,000,000.

Asheville, N. C.

Asheville, land of the sky and home of the Rhododendron Festival, made great advances during 1928, among them completion of the new Buncombe County Courthouse, \$2,000,000; city hall, \$1,000,000; and construction of the first unit of the new \$10,000,000 American Enka Corporation rayon plant; 1,000 men now working on this project. Building construction in excess of \$1,000,000 has been projected for the main business district in 1929. Buildings now erected, but not yet occupied, represent a total expenditure of more than \$2,000,000. McLellan Stores, Inc., and Schulte-United Stores will both enter Asheville soon. Sales-Biltmore Bleacheries, now employing 400 men full time, will double present capacity.

Raleigh, N. C.

Raleigh, so situated that its trading territory extends over entire eastern North Carolina and well into a radius of 100 miles containing a population of 1,802,000 (1926 U. S. Census estimate), made unparalleled progress in 1928 and has a 1929 slate expected to exceed last year's activities. Building activities rose sharply last year and projects entailing expenditures of \$3,590,673 were launched, many of them completed. These included one large new hotel and a substantial addition to another. One bank made extensive improvements on its property and another began operations for adding eight stories to its building. Fayetteville Street, the city's main business avenue, had its appearance materially changed by modernizing of more than a score of stores.



Courtesy Beaumont C. of C.

The sky-line changes almost every week in Beaumont, Texas.

Led by Montgomery Ward, Raleigh had its greatest influx of chain stores last year. The grocery chains increased their stores there, and as the year closed the McLellan stores completed negotiations for placing a store in Raleigh.

Population of Raleigh itself was estimated at 40,000 last year, representing a growth from 12,500 in 1892 and from 24,000 at the time of the 1920 census. Within a 25-mile radius, however, the U. S. Census gives the city a trade population of 172,000 and in a 50-mile radius 500,000.

Charlotte, N. C.

Charlotte, North Carolina, invested \$7,385,125 in buildings in 1928, as compared with \$5,449,364 in 1927. Post office receipts in 1928 were

\$842,857, as compared with \$785,000 in 1927. Output of electric power was 24 per cent greater in 1928 than in the previous year. Three full-fashion hosiery mills are now located in Charlotte, and two of them more than doubled capacity in 1928, with the third now completing arrangements for new machinery which will also double its capacity. Duke Power Company will complete in 1929 a new steam plant at River Bend, adding 100,000 horsepower.

Greensboro, N. C.

Bank clearings, post office receipts and building permits all showed handsome increases in 1928. Large new building for the First Presbyterian Church is now 60 per cent completed. Group of new buildings for the Pilot Life Insurance Company at Sedgefield, eight miles from Greensboro, completed and occupied last October. Work has begun and will be completed in 1929 on a group of high school buildings to cost \$800,000. New post office expected to be begun to cost \$900,000.

Swift & Company began operation of a new refinery at Jacksonville, Florida, in October, 1928.

Courtesy Jacksonville C. of C.



Courtesy Roanoke C. of C.

A few more plants like this one—the Johnson-Carper Furniture Company at Roanoke—and the South will give Grand Rapids a run for its money.



Grow with the TRUE CLEVELAND MARKET in 1929

NINETEEN TWENTY - NINE will be a record year for building and expansion in The TRUE Cleveland Market. \$63,093,746 will be spent for city public improvements; \$8,953,300 for suburban public improvements; \$30,800,-000 for private developments.

A hundred million dollars—and more! And over half of this amount will go into the pay envelopes of Cleveland workers. As a result, more money will be earned by Clevelanders in 1929—more will be spent. More food, more clothes, more automobiles will be needed—more of everything will be bought.

If you have distribution in The TRUE Cleveland Market, if you have something to sell that Cleveland people need, advertise it here in 1929.

Advertise it in The Press. Largest in Cleveland circulation, greatest in advertising volume, read and enjoyed in practically every English-reading home, The Press is your FIRST Advertising Buy in Cleveland.



The Press has prepared an attractive folder in which the approaching \$100,000,000 expenditure is explained in detail. Write for it.



At right: Architects' drawing of the new \$2,500,000 Stadium and lake front improvement, to be developed at the foot of E. Ninth Street, for which bonds were passed at last November's elections. To be completed early in 1930, the stadium will be the home of the Cleveland Base Ball Club and the seat of important football games of Cleveland's three college and high school teams.



Above: Aerial view of small section of down-town Cleveland. The undeveloped area in the foreground is the site of the "Mall," a park around which Cleveland's public buildings are eventually to be centered. With the completion of the new School Headquarters Building, for which \$2,500,000 was voted at the November elections, and the \$2,500,000 city stadium, the bonds for which have also been approved, more than \$38,000,000 worth of buildings will have been constructed. In the immediate foreground are the tracks of the principal railroads, soon to be placed underground and covered by an extension of the Mall plaza to the lake front. An east-to-west super-highway is to be built over these tracks.



The Cleveland Press

NATIONAL ADVER

250 Park Avenue, New York City
Atlanta . Detroit , San Francisco

CLEVELAND'S FIRST



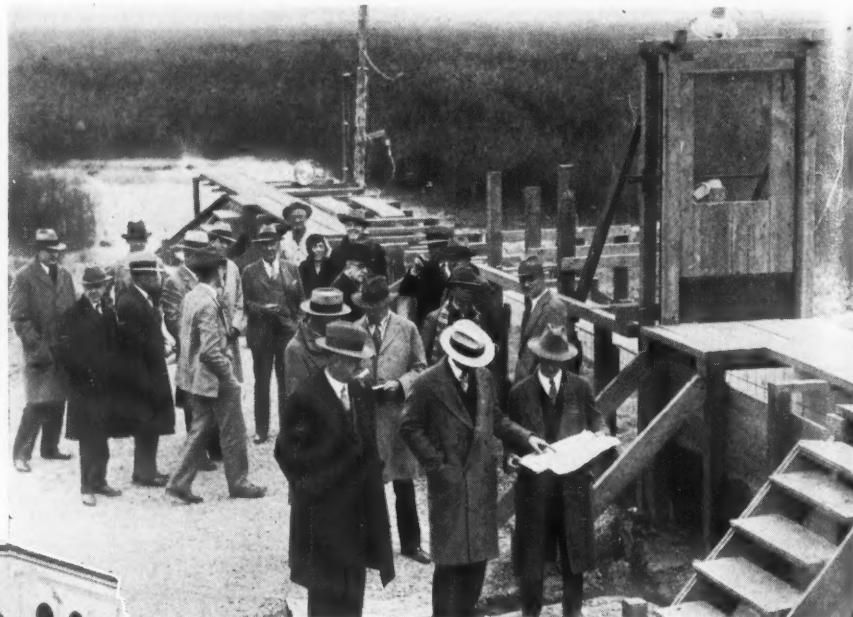
TISING DEPARTMENT

400 N. Michigan Blvd., Chicago
Philadelphia . Los Angeles

ADVERTISING BUY!

Winston-Salem, N. C.

Winston-Salem, where the air for miles around is fragrant with tobacco, had a population of 48,395 in 1920 and almost 85,175 at the end of 1928. During 1928 building permits issued exceeded \$8,500,000. The largest building started in 1928 was the Reynolds Company office building, 23 stories high, costing \$2,500,000. January 14, 1929, a 3,000-seat theater and an 11-story apartment were opened. A \$2,500,000 bond issue for school expansion, passed late in 1928, will bring considerable new building this year. Robert E. Lee Hotel will double capacity, spending \$1,500,000. A



Courtesy Shreveport Times

million-dollar Methodist Church will be begun soon. Tobacco industry in North Carolina paid U. S. Revenue Department \$140,000,000 in revenues from Winston-Salem.

October, 1928, saw opening of a new million-dollar department store. In addition to the opening of two enormous factories by the R. J. Reynolds Company in 1928, announcement has been made that the Chatham Blanket Company and the Hanes Knitting Mill and Hanes Hosiery Mill Companies are planning large extensions. The several furniture companies of this city are also planning new additions during 1929. During 1928 both the Southern and Norfolk and Western Railways expended more than \$1,500,000 for improving freight facilities in Winston-Salem.

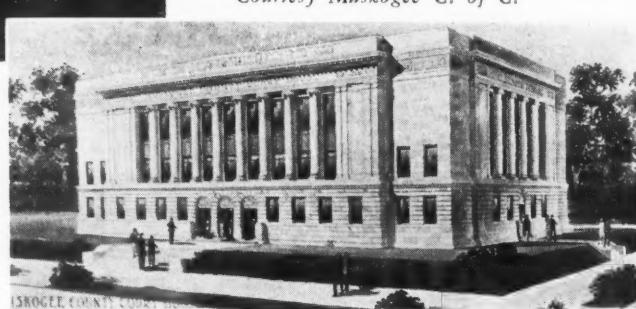
Enid, Oklahoma

Enid, Oklahoma, has grown from 16,000 in 1920 to more than 30,000 in 1928. Oil production, refining, milling, agriculture and livestock

raising all contribute to the prosperity of Enid and its trade territory. The county has just completed a \$2,225,000 paving program. Pillsbury interests recently completed a \$1,000,000 flour mill, and have in process of completion plans for a similar unit for cereal manufacture. Washburn-Crosby just purchased site for \$2,000,000 grain elevator, and will erect large mill. Two million-bushel grain elevators were completed in 1927. A \$50,000 municipal airport was completed in 1928.

Muskogee, Oklahoma

Muskogee, third city in population in Oklahoma, shook off its six-year curse of semi-stagnation during 1928 and now faces a period of prosperity. During 1928 a new \$350,000 courthouse and a new \$100,000 city hos-



pital began an ambitious building program, which is expected to total more than \$2,500,000 by the end of 1929. Expenditures will be divided as follows: County roads, \$1,500,000; city hall bonds, \$325,000; municipal airport, \$195,000; storm sewer bonds,

Courtesy Muskogee C. of C.

\$100,000; Honor Heights Park bonds, \$60,000; Honor Heights School bonds, \$25,000; new city hospital, \$100,000; White Way System, \$70,000, and city paving contracts, \$100,000. Montgomery Ward and Sears Roebuck both opened large branch stores during 1928; Swift & Company have begun \$125,000 poultry and butter packing plant. Schulte United, W. T. Grant Company and New York Waist Company recently opened or leased buildings for new stores.

Oklahoma City, Okla.

Oklahoma City, which has seen many a boom as a result of oil fields in the state, never enjoyed more prosperity than which has come to it in

The INDIANAPOLIS NEWS carried *more* advertising in 1928 in these important classifications than *any other* Indianapolis newspaper:

GRAND TOTAL ADVERTISING**TOTAL LOCAL DISPLAY****TOTAL NATIONAL DISPLAY****TOTAL AUTOMOTIVE****TOTAL CLASSIFIED****Sub-Classifications
of LOCAL DISPLAY:**

Boots and Shoes

Clothing Stores

Department Stores

Drug Stores

Furniture and Household

Grocers**Jewelers****Miscellaneous****Musical Instruments****Radio****Sporting Goods****Stationers****Sub-Classifications of
NATIONAL DISPLAY:****Building Materials****Footwear****Furniture and Household****Groceries****Jewelry****Men's Wear****Miscellaneous****Musical Instruments****Office Equipment****Publications****Radio****Tobacco****Toilet Requisites****Women's Wear**

—and in the following classifications, The NEWS carried MORE advertising than the COMBINED TOTAL of *all other* Indianapolis newspapers (The NEWS 6 issues a week against a combined field of 13 issues a week):

TOTAL LOCAL DISPLAY**TOTAL NATIONAL DISPLAY****Sub-Classifications of
LOCAL DISPLAY:**

Boots and Shoes

Department Stores

Drug Stores

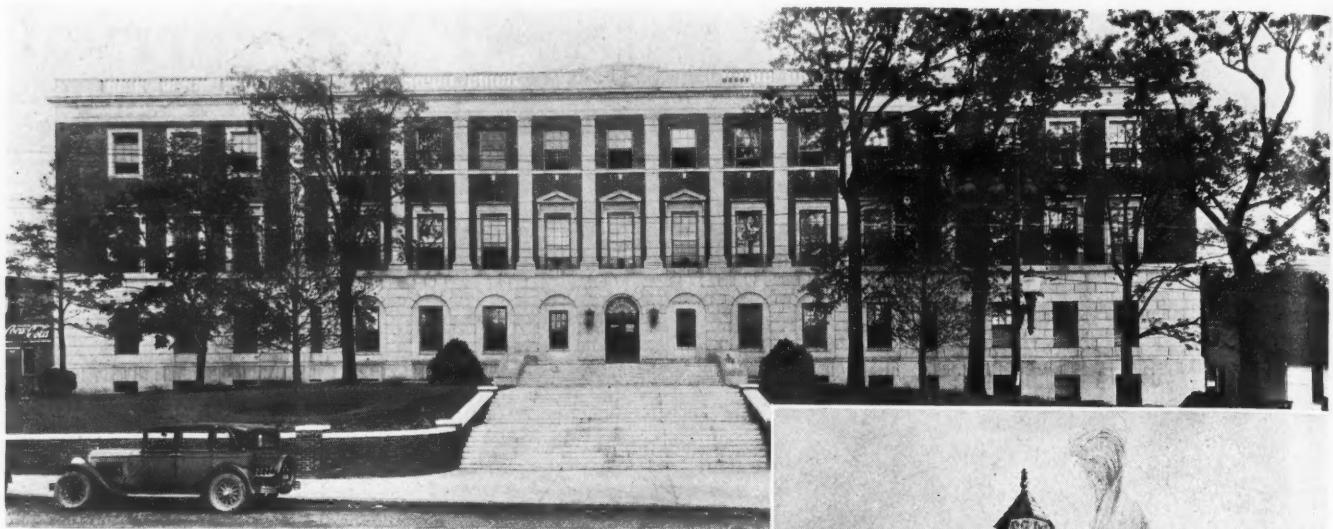
Grocers

Stationers**Sub-Classifications of
NATIONAL DISPLAY:****Building Materials****Footwear****Furniture and Household****Groceries****Jewelry****Men's Wear****Musical Instruments****Office Equipment****Publications****Radio****Tobacco****Toilet Requisites****Women's Wear****The**

INDIANAPOLIS NEWS

DON. BRIDGE, Advertising Manager.

DAN A. CARROLL 110 E 42nd St., New York.
J. E. LUTZ, Tower Bldg., Chicago



Courtesy Winston-Salem Journal

(Above) Many a larger city will envy Winston-Salem this up-to-date city hall. (Right) Florida is building again. The new Snell Arcade Building at St. Petersburg.

the past two months, partly as a result of the discovery of a new field six miles from the heart of the city. This and other revenue sources brought during 1928 a 50 per cent increase in building permits totaling approximately \$25,000,000. Rock Island and Frisco Railroads will remove tracks through business districts and construct union station. The city voted \$4,000,000 for bonds to purchase the right of way of railroads and \$6,000,000 more for a new boulevard and more bridges across the river that runs between two sections of the city. Outstanding buildings completed during 1928 were: Sixteen-story Southwestern Bell Telephone Company building and 10-story Commerce Exchange building. Land purchased and preliminary contracts signed with Bowman-Baltimore interests for operation of 25-story hotel sponsored by local financiers; adjoining the hotel will be a ten-story ramp garage. Construction of a \$1,250,000 Mid-City Laundry plant has been started. During the year Sheffield Steel Company completed the first unit of its plant. Colonial Wholesale Bakery has completed its \$275,000 plant. Smith Bakery has nearly completed a \$400,000 addition.

Tulsa, Oklahoma

At the time of Oklahoma's admission into the Union as a state, in 1907, the population of Tulsa was only 7,298. But, by 1920 it had grown to 72,075. The estimated population now is in excess of 170,000. A new Union Station to cost \$3,000,000 will probably lead all other construction projects during 1929. Municipal proj-

ects for 1929 include: \$600,000 filtration plant at Mohawk Park; a \$600,000 incineration plant; a storm sewer program involving \$2,000,000; paving projects, \$3,000,000; completion of the Mohawk and Boston boulevards, waterworks extension program, \$200,000.

Tulsa County expects to construct this year a new bridge over the Arkansas River at Sand Springs, in cooperation with the state. Private construction, improvement and expansion projects for 1929 include: Abbott department store, \$500,000; Gillette-Tyrrell building, \$350,000; Waite Phillips building, \$1,000,000; new apartment hotel, \$800,000; Southwestern Stores, Inc., expansion, \$500,000; residential building, \$8,000,000; Dufey and Dye buildings, \$350,000; Public Service Company projects, \$500,000; and Southern Bell Telephone Company projects, \$750,000.

Greenville, S. C.

Greenville, a more important market than its population would indicate, is showing a healthy growth. Seven new industries, two with more than \$2,000,000 capital each, and one with a \$1,000,000 capital, came to Charleston during 1928. Many huge cotton mills are just outside the city limits, and are reached by the city's street car system. A vast hard surface road program was completed around Greenville in 1928, and a program involving



Courtesy St. Petersburg Times

\$8,500,000 for public improvements is nearing completion. Increase in crop diversification is adding to city's prosperity.

Columbia, S. C.

Satisfactory progress marked the year 1928 for Columbia and its trading area, as indicated by mercantile agency reports, bank clearings, post office receipts, and building permits. Construction proceeds at more than contract rate upon a \$20,000,000 hydroelectric development ten miles west of the city. Steam-power generating facilities are being increased by 30,000 horse-power. Bonds were voted in 1928 for an auditorium in Columbia and this will be constructed during the present year.

During 1928 paving was practically finished on a network of highways tributary to Columbia at a cost of \$4,500,000, and Richmond County, of which Columbia is the county seat, additional paving to cost \$500,000 is

One Farm Paper That Makes Sales Managers' Problems Its Own

SOUTHERN AGRICULTURIST at all times keeps in closest touch with the problems of sales managers seeking Southern business.

In every jobbing center in its territory leading jobbers have personal knowledge of the value of its advertising columns for lines they handle.

Voluntary statements from scores could be quoted, and all to the same effect as the following:

"We have never seen a line that we sold that the demand was not greatly improved through advertising in Southern Agriculturist."

Effective Dealer Service

Part of the cooperative service by which Southern Agriculturist makes its advertising columns more valuable to advertisers is through Farm Trade News. It goes to upwards of 15,000 dealers and jobbers with reproductions of Southern Agriculturist advertising and an accompanying story about the campaign and the methods being used to make it effective.

Within the past few weeks, through this help, Southern jobbers and dealers were brought into touch with no less than six new accounts.

Southern Agriculturist begins the year with 619,147 subscribers, the largest circulation now achieved by any paper in the South. This volume means that one Southern farmer in five is a subscriber to Southern Agriculturist.

We welcome an opportunity to show Sales Managers and others what Southern Agriculturist can do for them.

SOUTHERN AGRICULTURIST

"The Giant of the South"

B. KIRK RANKIN, *Publisher*,

NASHVILLE, TENNESSEE

RIDDLE & YOUNG COMPANY, *Special Representatives*

Chicago

New York

Des Moines

San Francisco

Kansas City

being done. Early last year a \$1,000,000 highway bridge was completed and opened to traffic at the western limits of the city, over the Congaree River. There is under construction now a similar bridge three miles north of the city over the Broad River. South Carolina cotton mills, of which there is a considerable concentration about Columbia, have led the country for the last eighteen months in actual running time per installed spindle.

Charleston, S. C.

Charleston no longer talks of the past glories of the men who fired the shot of old Fort Sumter, but preserves its historic beauty, while it builds a newer and greater industrial and agricultural community. Nineteen hundred and twenty-eight came to a close

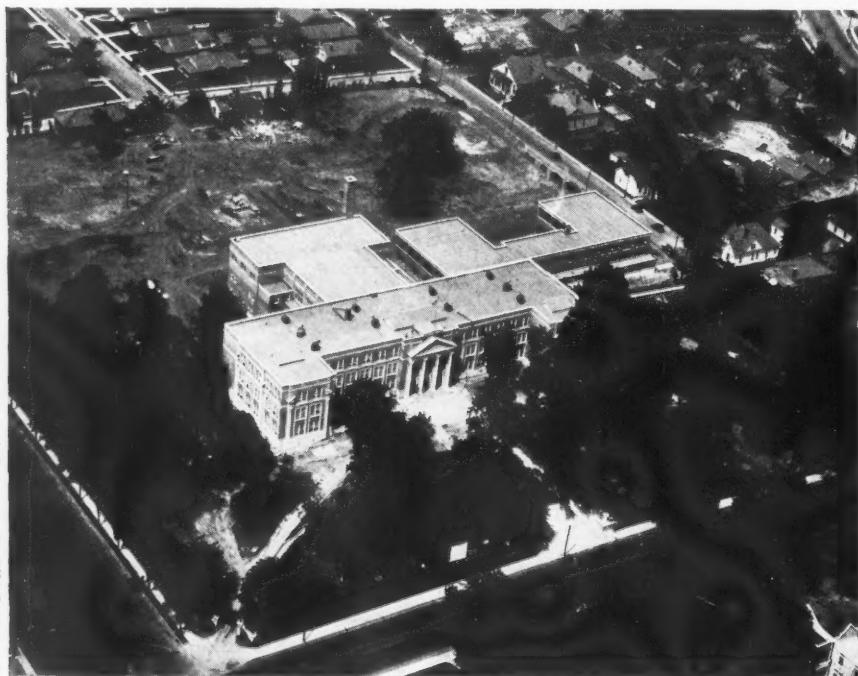
Bank will involve \$200,000 before completion in 1929. Six hundred thousand dollars is being spent on an improved water supply system, and \$800,000 on highway and bridge construction in 1929 by Charleston County. "America's Most Historic City," as Charleston is called, is going forward in strides.

Chattanooga, Tenn.

During 1928 148 charters have been granted, including amendments to old ones, representing a net gain of new capital (with the month of December estimated) of \$8,811,000. This does not include the new capital authorized by the banks of this city, which is \$2,500,000 additional. Building permits within the city limits amounted to \$6,500,000. New ex-

connections have averaged about 125 new connections per month during the entire year. The City Water Company has built 12 miles of new water mains during the year; new connections for the year 1928 have also been 125 per month. The Southern Bell Telephone Company is installing new telephones at the rate of 110 per month. The Chattanooga Gas Company made 807 new connections during the year.

A million-dollar hotel on top of Lookout Mountain, within five miles of the center of Chattanooga, was opened in June, 1928. The Chattanooga Savings Bank and Trust Company completed its new 12-story office building late in 1927 at a cost of \$1,350,000. The outstanding achievement in the way of business or public buildings during the year was the completion of the new banking home of the American Trust & Banking Company at a cost of \$450,000. Among the buildings erected during 1928 were the Southern Bell Telephone Company building, at a cost of \$300,000; the Children's Hospital, \$250,000; State Theatre, \$140,000; branch of the Hamilton National Bank, \$150,000; First Baptist Church Sunday school, \$200,000; Medical Arts Building, \$500,000; Read House apartments, \$150,000; and three other apartment houses aggregating \$240,000. One of the outstanding business achievements during the year was the acquisition by the International Combustion Engineering Company of two of Chattanooga's largest industries—the Casey-Hedges Boiler Company and the Walsh & Weidner Boiler Company. The First National Bank and the Chattanooga Savings Bank & Trust Company were merged and the Hamilton National Bank and the Hamilton Trust & Savings Bank were combined.



Courtesy Memphis C. of C.

A million dollars' worth of advantages for the growing generation in Memphis in the form of a new technical high school

with many projects finished and many others under way for 1929. Among these are: Santee-Cooper canal and hydro-electric power development, the \$6,000,000 Cooper River bridge, Atlantic and Northwestern Railroad expansion, municipal airport, golf links and many new buildings. South Carolina Power Company's electric plant and street railway development program will continue, involving more than \$1,000,000.

New \$200,000 building for South Carolina Medical College will be started soon. Charleston Lead Works has been purchased by National Lead Company; expansion and enlargement anticipated. Citizens and Southern

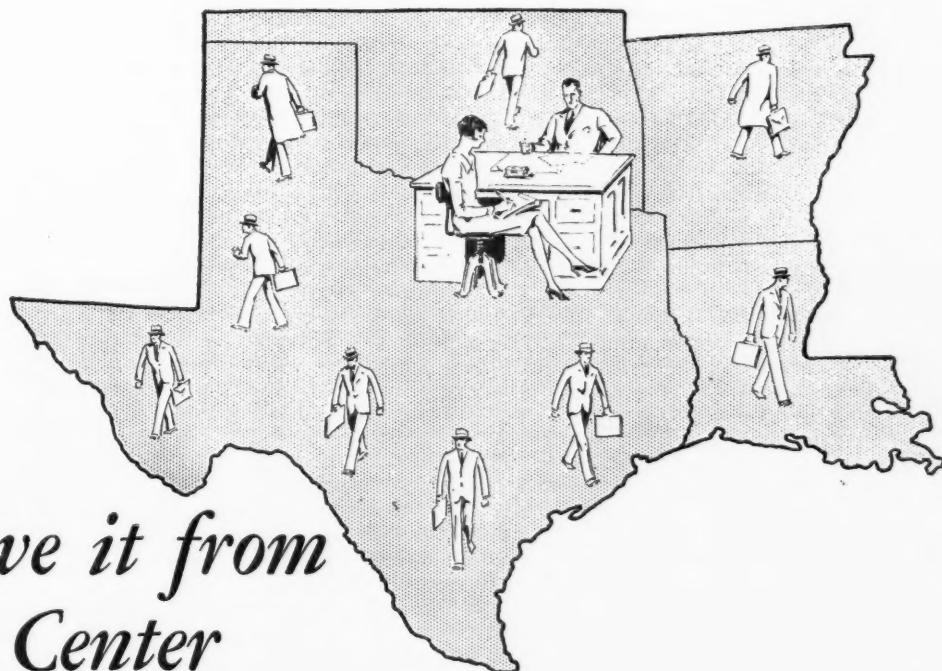
penditures on the part of the city, the county and the state within this community include 17 miles of hard-surface highways and more than seven miles of streets. These, together with improvements by the railroads and other public service corporations, will amount to \$6,400,000 more.

Telephone company expenditures alone will exceed \$2,000,000. Post office receipts for 1928 will be in excess of any previous year, larger than the war year of 1918, when the postage was three cents. Bank clearings for 1928 will be a little short of \$450,000,000, which exceeds the clearings of any other year in the history of Chattanooga. Electric light

Knoxville, Tenn.

In Knoxville and its east Tennessee trade territory plans have already been made for projects in 1929 which will cost more than \$40,000,000. Sterling Wood Products Company is completing its plant where it will manufacture parts for automobile bodies, under contract to the Briggs Manufacturing Company, Detroit. More than half a million dollars has been spent in remodeling the William J. Oliver Manufacturing Company plant and erection of new buildings. Other projects under construction or to start soon include a \$1,000,000 bridge across the Tennessee River, to be built by the city; another bridge to be built by the state; Church Street Methodist Church, \$750,000; new Y. M. C. A. building, for which \$500,000 has been

If You Would Make the Southwest Market Pay You the Maximum Profit . . . ,



*Serve it from
the Center
---Dallas*

AMERICAN industry has selected DALLAS as Southwestern headquarters. More than 1,800 national concerns—including most of the leaders—maintain sales or manufacturing branches at DALLAS to serve this six billion dollar market, of which DALLAS is the geographical, transportation, distribution, manufacturing and financial center. With complete sales and service facilities in DALLAS,

you have a real advantage in serving the Southwest. The addition of local manufacturing facilities here would give you the *extra* advantage of lower production costs. The coupon below will bring you any or all of the important reports listed thereon. Mail it now. Get the facts; then decide.

Dallas

T Industrial and Distribution Center of
the Southwest—Twelve Million People
—Six Billion Dollar Market • • • •

Industrial Dallas, Inc.
1180 Chamber of Commerce Bldg., Dallas.

Please send the reports checked below to:

Name _____ Title _____

Company _____

Address _____

<input type="checkbox"/> 1. Market Map of the Southwest	<input type="checkbox"/> 3. Dallas—Distribution Center	<input type="checkbox"/> 6. The Growth of Dallas
<input type="checkbox"/> 2. The Southwest—Six Billion	<input type="checkbox"/> 4. Industrial Survey of Dallas	<input type="checkbox"/> 7. Texas Corporation Laws
Dollar Market	<input type="checkbox"/> 5. Dallas as a City in Which to Live	



raised; auditorium, \$600,000; St. Mary's Hospital, first unit, \$300,000; University of Tennessee, chemistry, library, gymnasium and other buildings, to cost nearly a million; new Terry apartment hotel; Medical Arts building, \$500,000; widening of Henley Street, \$500,000; improvement of the phone system and installation of dials, \$1,492,000; 15-story Sprinkle Building; new garage and office building for C. Neil Bass and Everett Clayton, James White and Pryore Brown Company. The new 19-story Tennessee Terrace Hotel has been completed and will soon be leased. The new \$2,000,000 plant of the Volunteer Portland Cement Company was completed in 1928.

The American Enka Corporation has purchased a site in Knoxville for its second \$10,000,000 rayon plant. In Happy Valley of east Tennessee millions are being spent for the development of a rayon industry. The American Bemberg Corporation and the American Glanzstoff Corporation, both owned by the same financiers in Germany, Holland, Japan and the United States, are developing plants on a site between Elizabethton and Johnson City. The first two units of the Bemberg plant are now in operation and the first unit of the Glanzstoff plant recently started. More than \$50,000,000 will be spent in building units and other expansion at the new rayon center. Within a year or so more than 13,000 persons will be employed in the plant.

Memphis, Tenn.

Memphis, Tennessee, the bluff city, famous as a cradle for many chain store systems, had an excellent year and looks forward with confidence to 1929. As the culmination of more than a year's intensive effort on the part of the city, Chamber of Commerce and local gas companies, an agreement was reached that insured natural gas for Memphis. Since that time the project has been financed, a pipe line has been laid from the gas fields of Monroe, Louisiana, 210 miles away from Memphis, many changes have been made in the mains of the Power & Light Company, and natural gas is now being distributed to consumers. An investment of more than \$11,000,000 by the Memphis Natural Gas Company and the Memphis Power & Light Company was necessary in order to give Memphis the new fuel.

During 1928 twenty-one new industries have located in Memphis. The Murray Corporation of America, with headquarters in Detroit, has purchased a 45-acre tract in the old

Memphis Driving Park and will at once start work on a \$2,500,000 automobile body plant to employ 1,200 men at the outset, with an annual payroll of \$1,000,000. Other industries on the 1928 list are the Union Battery Company, the Armstrong Company of Tennessee, largest manufacturing plant in the South devoted exclusively to manufacture of putty; the Urania Petroleum Company, the Memphis Fertilizer Company, the Cary-Reed Company, general paving contractors; Wunderlick Cooperage Company, the Standard Lift Company, Indiana Flour Company, Syltak Company, manufacturing weed cutters; Knight-Stone Chemical Company and the Standard Rice Company, which recently expanded its operations to include manufacture of rice flakes. These industries added over \$12,000,000 to the invested capital of the city and their combined payrolls will run in excess of \$3,500,000.

Topping the list of projects now under way is the 29-story Sterick Building, which will cost \$2,500,000. Next in order is the new home of the Bank of Commerce & Trust Company, an investment of \$2,000,000. Other big buildings nearing completion are the \$750,000 Forest Park apartments and the 400,000 Federal Reserve Bank Building. Projects for 1929 include: \$2,500,000 body plant of the Murray Corporation; \$1,500,000 plant, Plough Chemical Company; the Dermon Garage and Store Building, \$1,000,000; the Marquette Cement Manufacturing Company, \$1,000,000, for Memphis terminals and towboat and barge equipment to handle its products between the main plant at Cape Girardeau, Missouri, and Memphis. Other industrial building projects listed for 1929 are the Shelby County Milk Producers' plant, \$100,000; terminals of Wheeling Steel Corporation, \$200,000; Davis Printing Company's plant, \$50,000; H. Blockman & Company warehouse, \$500,000; packing plant for Joseph N. Rice Company of Cincinnati, \$100,000; Parking Tower Corporation, \$300,000; Memphis Bonded Warehouse Company, Inc., \$150,000; miscellaneous steel distributing warehouses, \$400,000; miscellaneous woodworking plants, \$1,000,000. Municipal projects for 1929 include the proposed grain elevator to cost \$2,000,000; a \$50,000 addition to Oakville Sanatorium; a \$65,000 viaduct over Pigeon Roost Road, and a new county workhouse to cost \$250,000. There are other big building projects proposed for 1929. In the list is a \$900,000 addition to the Memphis post office; a \$175,000 addition to the DeSoto post office sub-

station; a \$2,500,000 office building at Third and Monroe streets; a \$1,000,000 hotel at Main and Monroe streets; a \$50,000 motion picture house in Hollywood; a new million-dollar building for the Central Baptist Church; a \$100,000 addition to the First National Bank Building.

Nashville, Tenn.

Rapid diversification of industry, expansion in building and other lines brought prosperity to Nashville in 1928 and brings a flood of well-founded optimism for 1929.

Shelbyville, south of Nashville, has factories with an annual payroll of \$1,600,000, and gained 100 new residences in 1928. Eureka Pants Manufacturing Company doubled capacity in 1928, as did other plants in various lines. Sanders Manufacturing Company just moved into new daylight plant. Dry goods jobbers are preparing for very active spring trade and report indications of heavy buying soon. Towns around Nashville, which send trade to the city, are enjoying almost phenomenal expansion, particularly by textile enterprises of various kinds, which virtually insure good business in Nashville for 1929.

Amarillo, Texas

With the estimated value of agricultural products for the year totaling more than \$183,000,000, Amarillo and the Panhandle of Texas enjoyed one of the best periods in history during the past year. In addition to splendid agricultural conditions, the expansion and development of the oil fields of this section brought many millions of new capital into the territory and much progress was noticed in all lines. Nine new carbon black plants were built in the territory in 1928. During 1928 this territory celebrated the completion of more than 250 miles of new railroad by the Santa Fe, Rock Island and Burlington systems opening up a tremendous area of rich farming lands for development and enlarging the rail facilities of the oil fields.

Building permits in Amarillo for the year totaled more than \$3,000,000 and bank deposits are more than \$24,000,000, just one million less than they were during the peak of the oil boom in July, 1926. The Santa Fe is building a 14-story, \$1,500,000 office building. Ordinarily considered as a cattle country, the forty-one counties of the Texas-Panhandle this year produced \$80,000,000 worth of cotton, \$25,000,000 worth of wheat,

(Continued on page 228)

Woolworth Company, Converted to Advertising After Fifty Years, to Start \$1,500,000 Campaign

BY LAWRENCE M. HUGHES

The F. W. Woolworth Company has been converted to publication advertising.

In recognition of its fiftieth anniversary, the company—operating the largest variety chain store system in the world, with annual sales of \$287,000,000—is expected to spend \$1,500,000 this year in magazines and newspapers on an institutional campaign presenting its policies and summarizing its growth.

The campaign will be formally inaugurated with an insert of at least twenty pages in the *Saturday Evening Post* of March 2. This advertisement alone will cost a quarter of a million dollars. It will take twice as much space as any company has ever before taken in one issue of that publication. Although further details of the campaign are not yet available, H. T. Parson, president of the F. W. Woolworth Company, told SALES MANAGEMENT that these "few pages" do not indicate that the company will launch permanently into advertising. Compared with the company's gross value of \$287,000,000 the appropriation of \$1,500,000 would be exceedingly small—only one-half of one per cent, to be exact.

Mr. Parson emphasized that the company planned only to "celebrate" its anniversary. It is doubtful, however, that even a company as large as Woolworth could afford to devote \$1,500,000 to one solitary campaign, which would have no further and no cumulative effects.

This advertising will be in charge of Catherine McNelis and Hugh Weir, who recently established an advertising agency and are credited with having "sold" the Woolworth company on the idea.

To say that F. W. Woolworth Company has never advertised would not be accurate. It has never before bought space in magazines and newspapers. But in the seventeen years since the present Woolworth company was formed it has spent many millions of dollars to acquire prominent sites. Whatever the cost or the rental, the Woolworth company has established



H. T. Parson

its stores at the centers of shopping in the cities where they operate.

The familiar Woolworth red fronts have been landmarks on Fifth Avenue, New York; State Street, Chicago; Post Street, San Francisco, and in practically every other city where the company operates. For nearly twenty years the Woolworth Building has been the most conspicuous building in New York and the tallest in the world. In keeping with the Woolworth ideals of showiness, F. W. Woolworth, founder of the firm, established his headquarters here in the "most expensive business room in the world." Since the Woolworth company was established in its present form in 1912, the sales have risen consistently. Its present net income is \$40,000,000. The company now has about 1,700 stores in the United States, Canada and Cuba—with subsidiary companies operating in England and Germany. C. S. Woolworth of Scranton, Pennsylvania, son of the founder who died fifteen years ago, is now chairman of the company, with Mr. Parson as the operating head.

Haynes Becomes Head of Durant Motors; Durant on Board

Fred J. Haynes, formerly president and chairman of directors of Dodge Brothers, has been elected president of Durant Motors, Inc. Ralph A. Vail, who was director of engineering production for Dodge Brothers, has been made vice-president in charge of engineering and production for the Durant Company, and John A. Nichols, Jr., another former Dodge executive, in charge of sales, has become secretary-treasurer. The new group has acquired "quite extensive holdings" in the Durant company. W. C. Durant, however, continues on the board and to have some financial interest in the company. In addition to Mr. Durant, the new board of directors includes Mr. Haynes, Mr. Vail, Mr. Nichols, R. T. Hodgkins, general sales manager of the company; George Harrison Phelps, whose advertising agency now handles the Durant account, and A. H. Henniger.

International Shoe Will Start Advertising

The International Shoe Company, St. Louis, has decided to engage in an extensive advertising campaign. The d'Arcy Advertising Company, there, has been appointed to direct the account. No details have been decided and none are likely to be announced for some time. It is probable, though, that newspapers and magazines will be used.

The International Shoe Company is the largest in the world.

Arthur Capper, publisher and United States Senator from Kansas, has accepted the chairmanship of the On-to-Berlin Committee of the International Advertising Association. Senator Capper will head the American delegation to the international convention to be held in the German capital August 12-15.

Gotham Knitbac Plans \$1,000,000 Promotion for Repair Service

To introduce silk stocking repair service in department stores, women's shops and in their own repair stations, in nineteen principal cities of the country, the Gotham Knitbac Machine Corporation, a subsidiary of the Gotham Silk Hosiery Company, will spend \$1,000,000 in advertising promotion this year, beginning about February 15.

The advertising, which will run mainly in newspapers, will be launched in the various cities shortly after the arrival of a Gotham Knitbac "caravan," composed of demonstrators, teachers and salesmen.

The repair stations will operate similarly to shoe repair shops and will provide service for runs in silk stockings "while you wait."

Although altogether 80 to 100 newspapers will be used, the campaign will be concentrated in the nineteen "distributing centers" where the caravan will stop. Probably \$300,000 will be spent in newspapers of these cities, and the bulk of remainder in surrounding territory.

The cities which the caravan will cover are New York, Boston, Portland, Maine; Philadelphia, Baltimore, Atlanta, Cleveland, probably Cincinnati, Minneapolis or St. Paul, St. Louis, Des Moines, Salt Lake City, Seattle, Portland, Oregon; San Francisco and Los Angeles.

The balance of the appropriation will be used in direct mail and dealer media. Later the campaign will appear in national publications.

Although the service has been tried out at Knitbac repair stations in New York City, Mount Vernon, New York, and Philadelphia for some months, this will be the first time that national distribution has been attempted. The campaign will start in New York early in February and later that month in Chicago, Philadelphia and San Francisco. Demonstrators will then work out from these centers.

Walter T. Fitzpatrick, who has become general manager of the Gotham Knitbac Machine Corporation, will be in general charge of the advertising. Doremus & Company, New York advertising agency, directs the account. Officers of the Gotham Knitbac Corporation, at a dinner for the advertising managers and other executives of twenty New York department stores, Tuesday night, sought the opinion of their guests as to ways in which the \$1,000,000 which the company had already appropriated, could best be spent in promoting the new series.



Walter T. Fitzpatrick

Schulte Company Abandons Grocery Chain Program

The Schulte Retail Stores Corporation and Park & Tilford, Inc., a subsidiary, have abandoned plans for the organization of a chain of retail grocery stores as a result of a nation-wide survey of that business.

Last October David A. Schulte announced that the corporation was to establish a chain of 1,000 stores within the next few years.

As a result of the survey the company has decided, Mr. Schulte said, that an extension of its present chain of retail stores by adding thereto high-class luncheonettes would be more advisable at the present time than the separate organization of a chain of retail grocery stores.

This form of extension of its retail business will not require present additional financing by Park & Tilford, Inc., and therefore the corporation has agreed to release Park & Tilford Retail Stores, Inc., from its obligation to make the said exchange of stock at the present time.

The newsprint price of \$55 a ton for 1929 was agreed upon this week by newsprint manufacturers and publishers. The price, it was said, would be retroactive to January 1.

Clifford Lawrence has resigned from the Rust Craft Publishers, Inc., of Boston, to establish his own advertising and sales promotion business at 601 Statler Building there.

Meadows Company to Spend \$1,000,000 in Space; Elects F. E. Hazard

Coincident with the appointment of F. E. Hazard as director of sales, the Meadows Manufacturing Company has just announced an extensive merchandising program for the introduction of their new speed washing machine.

The machine, the invention of an automotive engineer, is said for the first time to permit a variable speed for washing machine motors without clutches or gears.

The machine will make its debut next month in an advertising campaign in eight national magazines, over twenty-one radio stations and in eighteen farm papers. Altogether during the year the company will spend \$1,000,000 in advertising promotion.

A preliminary announcement of the machine was made at a meeting of 518 dealers and distributors, who received it with \$1,100,000 in orders for immediate delivery one hour after the machine was announced, over \$2,000,000 on three months' delivery and contracts in excess of \$30,000,000 for the year.

Mr. Hazard has been connected for a number of years with the electrical appliance and office appliance industry. He was formerly general sales manager and secretary of the Brokaw-Eden Company, makers of the Eden washer, president of the Bluebird Appliance Company, vice-president in charge of sales of the Conlon Corporation and sales promotion manager of Servel, Inc.



F. E. Hazard

Faber Concentrates Lines— and Puts Them on the Counter

With the twin objectives, "to display is to sell" and "the right pencil for the right use," Eberhard Faber of Brooklyn, pencil manufacturer, has reorganized his merchandising program. To help some 25,000 dealers to overcome the necessity of taking hundreds of items—then storing them away in boxes—on a couple of dozen feet of shelf space, Mr. Faber's company has worked out a standardized cabinet pencil department—small enough to be placed on the counter, yet large enough to meet 90 per cent of the demand. To aid individuals and purchasing agents in buying pencils suited exactly to their various requirements, the company has developed a series of charts telling what a certain pencil will do and what the results will be. The plan was worked out by the Faber organization, with the cooperation of three prominent stationers, two purchasing agents, two office executives, an architect and an advertising agency. "For several reasons," Mr. Faber explained, "we believe the new plan will greatly improve our business. It meets the problems which face the dealer, answers the needs of the buyer and satisfies the requirements of the actual pencil user. In addition to that, we feel that it is being sold to the public in the right way.

"The new cabinet was the result of a dealer survey, which showed that eight items account for nine-tenths of the volume and many of our dealers are carrying pencils which they will not sell once a year, if at all.

"On the other hand, many of their customers are buying pencils which they will never be able to use efficiently. The waste appears small—only a nickel or a dime at a time—but a few cents multiplied by hundreds of people several times a year runs into

quite a fair size sum of money. "The plan will be advertised in full-page space in five national magazines. Although it was developed carefully, we realize that it is not yet perfect. A questionnaire now being sent to the company's dealers (both the dealers who buy direct and those who buy through our 4,000 jobbers) is expected to give information for further improvements."

Three questions are asked:

1. How many items and lines do you carry now?
2. How many do you need to carry? (Naturally, you think you require all of them or you wouldn't stock them!)
3. How many would you actually need to carry if *pencil demand* were more standardized?

To standardize "pencil demand," Mr. Faber explained, "is of course the purpose of the whole program. It is primarily educational. In our advertising campaign we mention that every pencil need of the modern office and the individual is covered by the new Eberhard Faber pencil buyers' chart, which can be had for the asking—free."

"In a recent analysis we found that more than 50 per cent of the average

dealer's business is in 5-cent tipped pencils, with colored, 10-cent untipped, 10-cent tipped and copying pencils following in that order. These are the ones, therefore, which will be carried in the counter pencil department and will receive the most emphasis in our promotion.

"But the plan goes farther. From an analysis of the needs of individuals of moderate-sized offices, technical organizations and of corporations, we have been able to determine with a fair degree of accuracy what types of pencils and how many of each type will probably be required.

"These are covered in separate folders, available to anyone who wants them."

Harvard Announces Jury for Advertising Awards; to Name Winners Soon

Twelve advertising, marketing and printing executives comprising the jury for the 1928 Harvard Advertising Awards were announced this week by W. B. Donham, dean of the Harvard Graduate School of Business Administration as follows:

Elmer Adler, Pynson Printers, New York; Lewis C. Gandy, New York Monotype Composition Company; Nelson S. Greensfelder, Hercules Powder Company; Joseph B. Mills, J. L. Hudson Company; William F. Rogers, Boston Evening Transcript; Thomas L. Ryan, Pedlar & Ryan, Inc.; Guy Smith, Libby, McNeil & Libby; P. L. Thomson, Western Electric Company; Richard J. Walsh, John Day Company; R. R. Wasson, Clark Lighter Company, Inc.; Dr. Melvin T. Copeland, Harvard business school, and Neil H. Borden of the Harvard business school.

The jury will commence the work of analyzing the entries in the Baker Library, Harvard, on January 31. The winners will be announced at a dinner in their honor to be held at the school about March 1.

Awards in three groups will be made this year: (1) A gold medal for distinguished service to advertising; (2) four prizes of \$1,000 each for distinguished individual advertisements most effective in illustration, in text, in display line and in typography, and (3) four prizes of \$2,000 each for advertising campaigns—for a national campaign for a specific product, for a local campaign for a specific product or merchandise; for a general or institutional campaign, and for a campaign of industrial products.

A book summarizing the five years of the awards will be published shortly by the school.



Eastman Plans \$30,000 Contest to Lengthen Snapshot Season

To advance the normal picture-taking season, to get more people to take pictures and to obtain a supply of amateur-made pictures for advertising purposes, the Eastman Kodak Company, Rochester, will spend several hundred thousand dollars this spring in the promotion of a \$30,000 picture-taking contest.

A total of 1,223 cash prizes ranging from \$5 to \$2,500 will be awarded in the contest. Amateurs only may participate. A preliminary announcement was made at the annual meeting of the Master Photo Finishers of America in Chicago, November 13-16. Through the photo finishers, at the "bottle-neck" of the trade, the company hopes to obtain the cooperation of dealers and ultimately the interest of the public.

"The months of March, April and May were chosen," explained W. G. Stuber, president, "because at that time we believe we can show the greatest increase in picture-taking activity without encroaching on the natural activity later in the season. In other words, the contest is planned to create new business, rather than merely stimulate the old."

A few days before the finishers' meeting the company's thirty-three road salesmen and seven demonstrators to the photo-finishing trade received advance copies and a photographic dummy of the first contest advertisement. This advertisement, the first public announcement outlining the rules of the contest, will appear in color on the back pages of the *American Weekly* in seventeen cities on March 3. The campaign will also be run in double-page space in twenty-two magazines, business papers and incidental dealer media. Developments in the contest will be broadcast weekly from forty-two stations affiliated with the Columbia Broadcasting System.

The advance promotion already has been effective, Mr. Stuber said. Up to the present more than 5,000,000 finishing envelopes and 6,000,000 folders have been requested by dealers and finishers. Thirty thousand window display sets have been prepared. A broadside has been sent to 15,000 retail druggists. A variety of other literature has also been prepared.

In a trade announcement to wholesale druggists, a few days ago, Eastman announced a special camera assortment called the "Kodak Profits Package."

Prizes will be awarded for a variety of subjects—such as scenes, portraits, buildings, sports and story-telling pictures. The Eastman Company will emphasize the fact that \$11,400 of the prizes will be for the most interesting pictures of children. In March and April \$100 will be paid for the best child picture from each state in the country and from each province in Canada.

A total of \$1,350 will be devoted to enlargements.

Dozen Agencies Launch Cooperative Plan Under Lynn Ellis

The Lynn Ellis Group, a "cooperative network of advertising agencies," has just been established under the direction of Lynn Ellis in a dozen cities of the United States, Canada and Australia.

The group comprises the James Fisher Company, Ltd., Toronto and Montreal; Wilson & Bristol, New York; Oswald Advertising Agency, Philadelphia; Burton Bigelow, Inc., Buffalo; Lee E. Donnelley Company, Cleveland; Hurja, Chase & Hooker, Inc., Chicago; Henry E. Millar Company, Los Angeles; Long Advertising Service, San Jose; Mathews, Ryder and Ingram, Oakland; Lynn Ellis, Inc., San Francisco, and Adshead-Rose Publicity, Ltd., Sydney, N.S.W., Australia.

It also includes two advisory units—a legal office in New York and Nell V. Price, research and Governmental contact at Washington.

Harn Will Direct I. A. A. Convention at Chicago

O. C. Harn, managing director of the Audit Bureau of Circulations and member of the board of governors of the International Advertising Association, has been appointed general chairman for the American convention of the I. A. A. at Chicago May 14-16.

Mr. Harn will supervise the activities of all local convention committees to be appointed by the Advertising Council of the Chicago Association of Commerce, hosts of the convention. In addition, the association will hold an international gathering at Berlin, August 12-15.



Gordon C. Sleeper

Sleeper Directs Sales Under Temple Merger; to Spend \$550,000

Following the recent acquisition of the Sleeper Corporation, makers of radio sets, the Temple Radio Corporation will start an extensive advertising program, in which \$550,000 will be spent during the last ten months of the year. General and class magazines, newspapers in key centers, business papers and posters will be used—the campaign being concentrated particularly in the spring and in the fall.

Gordon C. Sleeper, pioneer radio manufacturer and president of the Sleeper Corporation, has been elected vice-president and sales manager of the organization, with headquarters in Chicago.

Picard, Bradner & Brown, New York agency, will direct the advertising—with Louis de Garmo, vice-president, contacting on the account

Biscuit Company Makes Flour From Apples

The Pacific Coast Biscuit Company, Seattle, has developed a process for making flour from apples and will introduce soon a new line of cookies based on this principle.

"Real" apple pie—pie with apple filling and apple-flour crusts—may be another product.

The Evening Graphic
has the second larg-
est evening circula-
tion in New York.
And—little more
than four years old.

The present Graphic circulation represents the increase, in number and purchasing power, of the New York men and women who are the mainstay of volume business — the great working and spending middle-class.

That Graphic circulation* accounts for more than the total increase in New York evening newspaper circulation in the last ten years.

Average daily circulation of all New York evening newspapers 1918, 1,667,192.

Average daily circulation of all New York evening newspapers 1928, 1,833,745.

(From reports filed with the Government based on six months ending October 1, 1918, and same period in 1928.)

* The average daily sales of the Graphic for December were 350,000.

No other New York newspaper shows as high a percentage of advertising gain for the last quarter of 1928 as the New York Evening Graphic.

Should the Bonus Be Paid More Than Once a Year?

(Continued from page 185)

time as would be the case if paid semi-annually or once a year. Of course, there are exceptions."—H. H. Miller, vice-president, Vacuo Static Carbon Company.

Two men vote strongly for the quarterly plan, E. A. Pilsbury, sales manager, Young Brothers, Providence, Rhode Island, and E. G. Ragsdale, secretary, Iowa Lithographing Company. Mr. Ragsdale says: "The three months idea works fine with us. It is long enough to amount to something and not too long to keep our men from the money they have earned."

Money Not Saved

R. B. Reis, treasurer, The Midland Implement Company, agrees that small bonuses frequently distributed have the effect of making the men work harder, but, he suggests, the money is usually spent and is not saved as a yearly bonus is.

The yearly payment policy—to look at the opposite side—has its staunch supporters. The main argument here seems to be that on the annual plan, the bonus develops into a more imposing sum, which the salesman is more likely to save. Here are typical comments:

"We pay yearly. Such a plan gives a man a substantial sum and is often saved. Monthly payments are likely to be spent. Besides, the real story is told only after the year's results are in."—L. L. Brastow, sales manager, Trumbull Electric Manufacturing Company.

"We believe the annual and, possibly, semi-annual plan is bait, as it permits of carrying on properly paved promotional campaigns."—L. E. Fransen, general manager, Motion Picture Advertising Service Company, Inc.

"Salesmen are most favorable to our plan of distributing their bonus in a lump sum at the end of the year. Salesmen regard this bonus as savings, and it is either put into the bank by them to remain as savings or a portion of it may be used to buy that rug, radio or whatever item they may desire for their home. Rarely, if ever, do we have a request from a salesman to advance him money against his bonus, although we are willing to make such an advance provided the salesman's earning capacity permits."—A. M. Stewart, sales manager, William Carter Company.

Two interesting opposing views come, on the one hand, from P. L.

Barrett, of the Johnson Chair Company, Chicago, and on the other, from Maurice Aaron, of E. A. Aaron & Brothers, and A. A. Matheson, of Ansco Photoproducts, Inc. Mr. Barrett says, "We do not think it is a good policy to distribute bonuses before vacation or before Christmas, as we want our people to be thrifty and save their money as far as possible and put it into profitable investments rather than to spend it.

Then along comes Mr. Matheson declaring he believes in the once-a-year-just before Christmas payment. "The greater the need, the greater the appreciation, and just before Christmas, the dollar looks big," he says. And Mr. Aaron says in effect, "me too": "We believe in the once a year proposition, accumulated bonuses. We give a certain amount of money to each employee previous to Christmas, feeling that he might want to use it for buying gifts."

Encourages Thrift

Charles H. Carpenter, sales manager, The Witte Hardware Company, St. Louis, sums up his opinions thus: "I do not feel the best result is obtainable from too frequent a disposition of bonuses. I prefer the annual plan, as it has a tendency to encourage saving and thriftiness. I have never tried paying salesmen prior to Christmas and vacations, but I am inclined to believe such periods offer greater temptation for unwise spending."

Two companies have become unsold on the once-a-year-idea to the extent of considering a change to smaller bonuses at more frequent intervals. These are Harper & Kirschten Shoe Company, Chicago, and the U. S. Metal Products Company, San Francisco.

There is another group—an important group too—that has a voice in this discussion. It is made up of companies that are straddling the fence on the two policies we have been discussing: the companies that are paying a yearly bonus supplemented by smaller bonuses at more frequent intervals. This plan is declared by a number of sales executives to be very satisfactory. J. Dudley Roberts, director of sales of the Imperial Candy Company, says, "In a general way, a year is too long a time to wait for bonus money. We believe that the plan of giving a primary bonus yearly is satisfactory since

we have incidental bonuses during the year, but if it were not for these to maintain interest, we would feel that a twelve months' wait would cause lack of enthusiasm."

A Philadelphia concern pays every two months, and yearly. For the first time in 1928, the Rockville Willmann Lithographing Company of Willmantic, Connecticut, is giving bonuses on special monthly business as well as yearly. The Reo Motor Company of California pays monthly and twice a year.

Business Indices

There are some signs that persistent stringency in money rates is affecting expansion programs. Of these signs the most definite is the S. W. Straus & Company report on city building permits, which shows a decline of 11 per cent in December, compared with December, 1927, and a falling off for the year of 3 per cent to the lowest total since 1924. Offsetting this, as evidence that actual buying power is on the ascendant, are the automobile production figures for the year. The total, 4,357,384 vehicles, was far above that of 1927 and exceeded the previous record, made in 1926, by 58,576 cars. Confirmed activity in the steel mills, which are operating at more than 80 per cent of capacity, affords further support for favorable inferences.

Total Transactions

Bank clearings in the week ended January 17 amounted to \$14,408,778,000, 28.4 per cent higher than last year, due mainly to large volume of stock exchange sales. Bank debits against individual accounts, totaling \$19,942,460,000, were up 30.2 per cent, with a gain of 6.7 per cent outside New York in which all districts but one participated.

Distribution of Goods

Railroad freight in the week ended January 12 filled 914,187 cars, 6,886 more than in 1928, 28,544 cars less than in 1927 and 6,565 more than in 1926. The gain over last year resulted mainly from a large increase in coal shipments. All other classifications were down, except coke and ore, reflecting steel plant activity.

Credit Conditions

There was no relaxation in time, money or commercial paper rates, although call rates were easier at 6 to 7. The resumption of gold imports encouraged rather feeble expectations of relief.

Does Your Traveling Salesman Sell or Just Travel? ▲ ▲ ▲

A SALESMAN'S mileage will show on his expense account but not in his order book. The number of his customers, the size and frequency of their orders are a better measure of his selling ability.

The territorial boundaries of a newspaper's circulation are not vital. Products are sold to people, not to territories.

Compare your distribution in New Orleans with your rural distribution in Louisiana. Compare the distribution of the Item-Tribune's circulation with the distribution of your merchandise. This circulation is concentrated in the city from which comes the maximum response.

100,000 Total Circulation Daily

No Publisher in New Orleans can sell you more total.

86,000 City Circulation Daily

No Publisher in New Orleans can sell you more city.

68,000 Carrier Delivered Circulation Daily

No Publisher in New Orleans can sell you more carrier delivered.

The Item reaches five out of seven and the Tribune four out of seven families in New Orleans who read any newspaper

New Orleans Item-Tribune

National Advertising Representatives:

GEORGE A. McDEVITT CO.

250 Park Avenue, New York

Peoples Gas Building, Chicago

What Our Advertising Scout Found in Belleville, New Jersey

(Continued from page 191)

tribution with which to mesh local newspaper or outdoor advertising.

Engrossed in problems akin to the automobile industry, we next called on L. Sonneborn Sons Company, whose chief products are Amalie motor oils and greases. They also make Stormlight roofing—once advertised for about a year in a national weekly—concrete hardeners, and some paints. Distribution of Amalie lubricants is almost entirely in New England, through wholesalers to individually owned stations and retail dealers. Advertising is limited to the providing of metal store signs of various sizes up to a poster of about four by eight feet.

An Advertisers' Market

The automobile public, as a class, is an advertisers' market. It has been educated by advertising until its purchases are quite thoroughly guided accordingly. So that to become a real contending factor in this field the public must be cultivated. The automobile public has repeatedly proven a most responsive market. The Tide-water Oil Company recently carried on an intensified newspaper and outdoor campaign in certain more important markets, which proved unusually successful in obtaining many new sales outlets plus the necessary consumer demand to make them profitable.

Distributing in a concentrated area, the Sonneborn company has an opportunity to bunch its advertising hits and win greater public approval economically with a limited appropriation. With a strongly entrenched market as a center, it becomes a simpler problem to radiate and absorb new sections in coordination with other developments.

The Van Cruller Company, of Belleville, present a somewhat different aspect of the marketing problem because they produce a food product of a perishable nature. Crullers and doughnuts comprise the larger part of their output, although the company enjoys a good volume in cakes. The cakes are wrapped in wax paper carrying the company name. The doughnuts and crullers are sold in bulk and carry no identity.

Daily deliveries are made by trucks over the regular routes within a radius of about ten miles, as good distribution has been secured in Newark, Paterson, Passaic and numerous other

smaller towns. Sampling methods are used in establishing new routes and to rebuild those which happen to backslide. This and the effective display painting of company trucks constitute the only forms of promotional work used outside of the route salesmen. Advertising has not been adopted as a policy because most of their products are not identified, and since stores usually carry the bakery products of several manufacturers, the Van Cruller Company would not be in a position to benefit fully from the advertising they might do.

This analysis seems to put the horse behind the cart. Any manufacturer supplying a superior grade of product, in fairness to customers, should provide some means of identifying his goods as a guide to future purchases. This is true even though he does not advertise. Doughnuts and crullers could very readily be cartoned in units of six and a dozen. Such a policy would be beneficial, not only from the viewpoint of permitting identification, but also to preserve a freshness, flavor and cleanliness that would increase sales and reduce spoilage losses. Storekeepers, trained to the retail advantages of packaged merchandise, would welcome such a service. Restaurants would appreciate doughnuts they could serve put up one or two in a wax paper envelope. If it bore a well-known brand name, so much the better.

Consumer Preference

By creating attractive, distinctive cartons and store display devices, and by using the color and appetite appeal opportunities and the large mass circulation at low cost of outdoor, street-car or bus advertising, along with local newspaper advertising, a strong consumer preference and an active dealer cooperation could certainly be depended upon. With the attending growth and increased profits and the practical marketing experience gained in the process, new unit markets could be developed from branch plants. The Van Cruller Company seems unquestionably in a position to accomplish, to a greater or less degree, with crullers and doughnuts what has repeatedly been done in the cake market by Grennans, Schultz and Ward. The Drake Cake Company of Buffalo, a youngster in the field, now operates half a dozen plants and is making

excellent progress—thereby proving there is always room near the top for another contender with progressive ideas who intelligently utilizes the modern tools of marketing.

Next we enter the field of cutlery, with the United States Cutlery Company, makers of stainless steel rubber and celluloid-handled kitchen and table cutlery. This company has national distribution for its products through wholesalers and jobbers, large department stores, mail-order houses and hotel equipment distributors. Ninety-five per cent of the output bears the company trade-mark.

No Consumer Advertising

Mr. Meyers, in charge of sales, reports that the company has never advertised to the consumer for the reason that it would be a big undertaking for a company the size of theirs to go into a sales which would assure success. They appreciate the possibilities which advertising offers for obtaining wider distribution and increasing sales, but whether, in the end, they would be better off is still problematical. Also to be considered is the fact that many department stores, syndicate stores, mail-order companies and restaurant supply houses prefer to handle non-advertised lines. And, since their policy of making a good product, figuring close and giving good value for the money, has brought them a good volume of business and satisfactory profits, they are not convinced of the advisability of advertising. Out of about a dozen important manufacturers of stainless steel cutlery, only one, Landers, Frary & Clark, a much larger company, has attained recognition through advertising.

SALES MANAGEMENT does not believe that big companies advertise because they are big and therefore have unlimited funds; but rather that companies become big because they advertise intelligently. Nor is success with advertising determined by the amount of money available. The wife with the biggest allowance is not necessarily the most successful housekeeper. Knowing how and where to spend the money, having a message to present and a thorough understanding of how to present it are of greater importance. The United States Cutlery Company has a worth-while message. It has distribution to support its work. The field is relatively young so that an opportunity exists for profitable development. Oneida Community, Ltd., has recently started to feature the modern color appeal of "Jeweled" handled stainless steel knives in their silver service advertising.

United States Cutlery advertising in magazines with a home interest, supported by dealer display and promotional work, maintained through a period of years in harmony with the company's production and financial resources, would undoubtedly accomplish results in establishing a public recognition and a marketing organization worth infinitely more than the cost of getting them.

Also in Belleville is the Hanlon & Goodman Company, makers of brushes for the painting and paperhanger trade, and its subsidiary, the Hardright Company, devoted to the manufacture of shaving brushes. Each company has its separate sales force calling on wholesalers and jobbers in their respective fields. They have national distribution and maintain a warehouse on the coast. Some years ago the Hardright Company advertised the Hardright shaving brush in one of the national weeklies, but traceable results were not deemed satisfactory and the advertising was soon dropped. Since then the consumer market has not been considered, and efforts have been concentrated on barber supply houses with advertising in the barber trade papers.

Higher Priced Goods

The Hanlon & Goodman Company has never endeavored to win the trade of the general public through paint, hardware and other retail stores. They employ specially trained high-priced mechanics in order to produce a fine line of paint, varnish, calomine and wallpaper brushes and allied products of a decidedly superior grade to meet the exacting requirements of the master painter and paperhanger. Naturally their merchandise is higher in price, and it is felt that on this account they could not profitably enter the household market in the face of the cheaper products of other manufacturers.

It is SALES MANAGEMENT'S belief that a market analysis of the household paint brush field, and also of the shaving brush possibilities, would disclose exceptional sales opportunities. Nor do we believe that a policy of consumer sales would materially jeopardize the business now enjoyed with the painter, paperhanger or barber trade. In fact, if history can be depended upon to repeat itself, sales to these trades would be materially increased from the greater prestige developed by consumer advertising.

Higher price, if the value is really there, would be more likely to prove a sales asset rather than a liability.

A comparatively few years ago
(Continued on page 235)



Loose Leaf COVERS that attract

THE selling power, prestige and long life of Loose Leaf Catalogs is recognized by leading advertisers—the reason so many new editions are making their appearance in Loose Leaf Form. Catalogs put up in attractive, conveniently operated binders, convey the right impression and get the attention of the recipient. New commodities may quickly be added and prices changed at will. If you have a Sales Message—Catalog, Advertising Portfolio, Sales Manual or of any other character, its value can be stimulated by making it a Loose Leaf edition.

May We Send This Booklet?

A large variety of types and styles of covers is illustrated in our Booklet No. 125. It shows covers for every conceivable purpose—covers that are out of the ordinary, suitable for Catalogs, Manuals, Advertising Portfolios, Price Lists, Sample Books, Photographs, etc. It also describes our "Super Finish" method of embossing and coloring for high-class editions.

Send for your copy today

The
C. E. SHEPPARD CO.
LOOSE LEAF COVERS
273 Van Alst Ave.
LONG ISLAND CITY, N. Y.



December Newspaper Lineage in Forty-Six Cities

In the forty-six cities listed below, twenty-three show a gain in total newspaper advertising during the month of December, 1928, while twenty-two show a loss for the same month in 1928 (one no comparison). Total lineage for the month was 159,143,052, as against 159,488,275, in the same month for 1927, a loss of 345,223, or .002 per cent. Of the 164 newspapers listed, 86 show gains, 73 losses (five no comparison). Figures furnished by the Statistical Department, New York Evening Post, Inc., supplemented by this magazine:

	1928	1927	Change
New York	15,994,662	15,188,118	+806,544
Chicago	7,795,341	7,622,259	+173,082
Philadelphia	6,548,861	6,937,458	-388,597
Detroit	5,337,400	4,683,532	+653,868
Cleveland	3,880,125	3,696,975	+183,150
St. Louis	4,469,700	4,304,600	+165,100
Boston	5,895,025	5,718,960	+176,065
Baltimore	3,948,374	4,322,802	-374,428
Los Angeles	6,239,450	6,402,830	-163,380
Buffalo	3,794,638	No comparison	
San Fran.	4,379,158	4,249,252	+129,906
Milwaukee	3,023,615	3,213,360	-189,745
Washington	4,541,431	4,966,226	-424,795
Cincinnati	3,994,956	3,933,300	+61,656
New Orleans	4,258,943	4,697,634	-438,691
Minneapolis	2,913,386	2,840,087	+73,299
Seattle	2,795,282	2,907,352	-112,070
Indianapolis	3,187,914	3,341,215	-153,301
Denver	2,067,576	1,846,560	+221,016
Providence	3,012,569	2,866,235	+146,334
Columbus	3,473,695	3,734,355	-260,660
Louisville	3,311,038	3,327,945	+16,907
St. Paul	2,351,370	2,275,448	+75,922
Oakland	2,488,458	2,501,912	-13,454
Omaha	1,713,005	1,717,016	-4,011
Birmingham	2,738,162	2,805,824	-67,662
Richmond	1,983,170	2,064,860	-81,690
Dayton	2,902,130	3,164,112	-261,982
Houston	3,910,494	3,524,206	+386,288
Des Moines	1,508,705	1,492,863	+15,842
Albany	2,009,098	2,698,388	-689,290
Atlanta	2,971,094	2,800,168	+170,926
Bridgeport	1,538,591	1,384,539	+154,052
Fort Worth	2,046,660	2,083,416	+36,756
Kansas City	3,320,781	3,099,029	+221,752
Memphis	3,028,648	2,983,134	+45,514
Miami	1,514,835	1,501,178	+13,657
Milwaukee	3,023,615	3,213,360	-189,745
Newark	1,730,819	1,710,646	+20,173
Portland	2,829,764	3,069,346	-239,582
Rochester	3,531,500	3,775,605	-244,105
Salt Lake City	2,350,852	2,290,778	+60,074
Spokane	2,187,251	2,022,411	+164,840
Syracuse	2,551,668	2,445,457	+106,211
Toledo	2,109,432	2,326,803	-217,371
Worcester	1,734,449	1,736,721	-2,272
Total	159,143,052	159,488,275	-345,223
Note	reference under individual	newspaper	

*Not included in 1928 total.

	1928	1927	Change
American	1,042,154	971,950	+70,204
Bronx Home News	471,346	468,634	+2,712
Herald Tribune	1,786,974	1,662,420	+124,554
Times	2,772,846	2,467,384	+305,462
World	1,092,156	1,067,730	+24,426
*Mirror (tab.)	223,712	307,956	-84,244
News (tab.)	1,103,014	946,990	+156,024
*Eve. Graphic	283,382	246,402	+36,980
*Eve. Journal	1,303,854	1,260,014	+43,840
*Eve. Post	551,520	542,762	+8,758
*Eve. World	893,832	927,168	-33,336
*Sun	1,605,258	1,598,584	+6,674
*Telegram	484,392	540,646	-56,254
Bklyn. Eagle	1,464,252	1,310,944	+153,308
Bklyn. Times	461,158	454,222	+6,936
Standard Union	454,812	414,312	+40,500
Totals	15,994,662	15,188,118	+806,544
Five Sundays, 1928; four Sundays, 1927.			
*Sunday publication discontinued Sept. 2, 1928.			

	1928	1927	Change
*Daily News	1,724,169	1,869,894	-145,725
Tribune	2,650,581	2,443,512	+207,069
Herald-Exam.	1,343,508	1,034,616	+308,892
*Post	467,688	516,894	-49,206
*American	1,289,001	1,309,464	-20,463
*Journal	320,394	447,879	-127,485
Totals	7,795,341	7,622,259	+173,082

PHILADELPHIA			
Inquirer	1,523,610	1,575,720	-52,110
Record	787,872	789,230	-1,358
Ledger	1,106,202	1,136,708	-30,506
*Eve. Ledger	1,069,923	1,170,319	-100,396
Bulletin	1,507,584	1,616,551	-108,967
*Sun	188,880	188,880	
*News	553,670	460,050	+93,620
Totals	6,548,861	6,937,458	-388,597
Sun discontinued February 24, 1928.			
DETROIT			
News	2,771,690	2,384,382	+387,308
Times	1,304,534	1,153,404	+151,130
Free Press	1,261,176	1,145,746	+115,430
Totals	5,337,400	4,683,532	+653,868
CLEVELAND			
Plain Dealer	1,476,375	1,406,175	+70,200
News-Leader	1,098,525	996,075	+102,450
*Press	1,305,225	1,294,725	+10,500
Totals	3,880,125	3,696,975	+183,150
ST. LOUIS			
Post-Dispatch	2,095,800	2,067,800	+28,000
Globe-Dem.	1,263,000	1,263,600	-600
*Star	670,270	588,600	+82,200
Times	440,100	384,600	+55,500
Totals	4,469,700	4,304,600	+165,100
BOSTON			
Herald	1,558,989	1,523,662	+35,327
Globe	1,387,349	1,331,450	+55,899
Post	1,339,936	1,235,175	+104,761
Advertiser	401,994	358,690	+43,304
*American	452,147	522,903	-70,756
*Transcript	754,610	747,080	+7,530
Totals	5,895,025	5,718,960	+176,065
BALTIMORE			
Sun	1,314,496	1,160,268	+154,228
*Eve. Sun	1,489,522	1,615,725	-126,203
American	191,270	469,054	-277,784
*News	614,452	722,567	-108,115
*Post	338,634	355,188	-16,554
Totals	3,948,374	4,322,802	-374,428
LOS ANGELES			
Times	1,844,906	1,805,552	+39,354
Examiner	1,688,708	1,646,596	+42,112
*Express	738,080	798,840	-60,760
Herald	1,276,282	1,403,668	-127,386
*Record	403,690	464,016	-60,326
News (tab.)	287,784	284,158	+3,626
Totals	6,239,450	6,402,830	-163,380
Includes 29,344 lines of advertising appearing in the annual edition of the News, issued December 31, 1927. No annual edition appeared in December, 1928.			
BUFFALO			
Courier-Exp.	1,086,360	No comparison	
Times	1,347,268	No comparison	
*News	1,361,010	No comparison	
Totals	3,794,638	No comparison	
SAN FRANCISCO			
Chronicle	1,027,530	921,032	+106,498
Examiner	1,438,332	1,352,750	+85,582
Bulletin	571,732	538,748	+32,984
*Call	752,696	797,706	-45,010
*News	588,868	639,016	-50,148
Totals	4,379,158	4,249,252	+129,906
MILWAUKEE			
Journal	1,465,400	1,412,453	+52,947
Sentinel	613,263	665,571	-52,308
*Leader	242,260	275,712	-33,452
*Wis. News	702,692	859,624	-156,932
Totals	3,023,615	3,213,360	-189,745
WASHINGTON			
Star	2,450,759	2,427,110	+23,649
Post	785,466	933,187	-147,721
*Eve. Times	615,949	761,166	-145,217
Herald	474,867	609,549	-134,682
*Eve. News	214,390	235,214	-20,824
Totals	4,541,431	4,966,226	-424,795
CINCINNATI			
Inquirer	913,346	912,296	+1,050
*Times Star	1,369,564	1,401,302	-31,738
Tribune	1,360,464	1,245,594	+114,870
Totals	3,994,956	3,933,300	+61,656
NEW ORLEANS			
Times-Picay.	1,803,922	1,898,749	-94,827
Item	977,050	1,139,579	-162,529
States	911,759	996,216	-84,457
*Tribune	566,212	663,090	-96,878
Totals	4,258,943	4,697,634	-438,691
MINNEAPOLIS			
Tribune	1,145,673	1,135,429	+10,244
Journal	1,191,259	1,173,147	+18,112
*Star	576,454	531,511	+44,945
Totals	2,913,386	2,840,087	+73,299
SEATTLE			
Times	1,314,818	1,435,560	-21,742
Post-Intellig.	848,050	939,778	-91,728
*Star	533,414	532,014	+1,400
Totals	2,795,282	2,907,352	-112,070
INDIANAPOLIS			
Journal	1,492,137	1,660,533	-168,396
Star	1,138,851	1,115,856	+22,995
*Times	556,926	564,826	-7,900
Totals	3,187,914	3,341,215	-153,301
DENVER			
Journal	976,378	915,159	+61,219
*Bulletin	1,311,373	1,242,306	+69,067
Tribune	297,501	355,968	-58,467
*News	427,317	352,802	+74,515
Totals	2,067,576	1,846,560	+221,016
PROVIDENCE			
Journal	976,378	915,159	+61,219
*Bulletin	1,311,373	1,242,306	+69,067
Tribune	297,501	355,968	-58,467
*News	427,317	352,802	+74,515
Totals	3,012,569	2,866,235	+146,334
COLUMBUS			
Dispatch	1,905,359	1,872,343	+33,016
Journal	546,490	691,068	-144,578
*Citizen	1,021,846	1,170,944	-149,098
Totals	3,473,695	3,734,355	-260,660

	DAYTON	1928	1927	Change
News	1,393,924	1,517,936	—124,012	
*Herald	856,646	986,930	—130,284	
Journal	651,560	659,246	— 7,686	
Totals	2,902,130	3,164,112	—261,982	

	HOUSTON	1928	1927	Change
Chronicle	1,696,142	1,360,030	+336,112	
Post-Dispatch	1,493,870	1,334,032	+159,838	
*Press	720,482	830,144	—109,662	
Totals	3,910,494	3,524,206	+386,288	

	DES MOINES	1928	1927	Change
Register	680,069	643,114	+ 36,955	
*Tribune	828,636	849,749	— 21,113	
Totals	1,508,705	1,492,863	+ 15,842	

	ALBANY*	1928	1927	Change
Knickerb. Press	764,988	1,073,212	—308,224	
Albany Eve.				
News	593,068	827,456	—234,388	
Times Union ..	651,042	797,720	—146,698	
Totals	2,009,098	2,698,388	—689,290	
*Printers' Strike on since Nov. 23, 1928.				

	ATLANTA	1928	1927	Change
Journal	1,262,954	1,249,066	+ 13,888	
Constitution ..	1,010,408	866,096	+144,312	
Georgian & American ..	697,732	685,006	+ 12,726	
Totals	2,971,094	2,800,168	+178,926	

	BRIDGEPORT	1928	1927	Change
Post	761,856	723,041	+ 38,815	
Sun. Post	161,084	129,976	+ 31,108	
Times-Star	504,488	443,387	+ 61,101	
Sun. Herald	111,163	88,135	+ 23,028	
Totals	1,538,591	1,384,539	+154,052	

	FORT WORTH	1928	1927	Change
Star-Telegram	986,916	953,428	+ 33,488	
Record-Telegram	468,202	467,866	+ 336	
Ft. Worth Press	591,542	662,122	— 70,580	
Totals	2,046,660	2,083,416	— 36,756	

	KANSAS CITY	1928	1927	Change
Journal-Post (Daily)	556,211	511,174	+ 45,037	
Journal-Post (Sun.)	214,879	206,819	+ 8,060	
Times	858,723	837,516	+ 21,207	
Star	1,080,652	1,109,946	— 29,294	
Sunday Star	610,316	433,574	+176,742	
Totals	3,320,781	3,099,029	+221,752	

	MEMPHIS	1928	1927	Change
Comm. Appeal	1,396,549	1,292,319	+104,230	
Eve. Appeal	776,720	683,781	+ 92,939	
Press Scimitar	85,379	1,007,034	—151,655	
Totals	3,028,648	2,983,134	+ 45,514	

	MIAMI	1928	1927	Change
Miami Herald	900,592	891,287	+ 8,701	
The News	614,243	609,287	+ 4,956	
Totals	1,514,835	1,501,178	+ 13,657	

	MILWAUKEE	1928	1927	Change
Journal	1,465,400	1,412,453	+ 52,947	
Sentinel	613,263	665,571	— 52,308	
Wisc. News	702,692	859,624	—156,932	
Leader	242,260	275,712	— 33,452	
Totals	3,023,615	3,213,360	—189,745	

	NEWARK*	1928	1927	Change
Newark News	1,730,819	1,710,646	+ 20,173	
*No other figures available for Newark.				

	PORTLAND (Ore.)	1928	1927	Change
Oregonian	1,091,734	1,035,538	+ 56,196	
Journal	787,248	982,590	—195,342	
Telegram	595,280	600,040	— 4,760	
News	355,502	451,178	— 95,676	
Totals	2,829,764	3,069,346	—239,582	

	TOLEDO	1928	1927	Change
Blade	1,298,252	1,434,383	—136,131	
News Bee	811,180	892,420	— 81,240	
Totals	2,109,432	2,326,803	—217,371	

(Continued on page 235)

FIRST IN 1928

The Press-Scimitar Leads the Memphis Field In Six-Day Total Advertising Volume

THE LINEAGE RECORDS ARE AS FOLLOWS:

(Local Display, National and Classified Advertising, All Combined)

Memphis Press-Scimitar.....	9,401,924 Lines
The Morning Paper.....	9,053,786 Lines
The Other Afternoon Paper..	7,426,860 Lines
The Sunday Paper.....	5,523,630 Lines

93,312

Circulation as of the A. B. C. Publisher's Statement of September 30, 1928.

Scripps-Howard Newspapers—National Advertising Department:
250 Park Avenue, New York; 400 North Michigan Ave., Chicago;

260 South Broad Street, Philadelphia
Detroit—Atlanta—Los Angeles—San Francisco

Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

Amarillo, Texas

(Continued from page 216)

\$38,000,000 worth of grain sorghums and other feed crops, \$10,000,000 worth of dairy products, \$5,000,000 worth of hogs, sheep and other farm products, and only \$25,000,000 worth of cattle. During the past year the United States Government has erected at Amarillo the world's largest helium plant, which will manufacture helium for use in Army and Navy lighter-than-air craft.

Beaumont, Texas

During 1928 there were established in Beaumont 120 new firms and business organizations. Among these were four cotton exporting firms, a sawmill, engraving company, business college, machine works, creamery and federal rice inspection bureau.

Among the nationally known firms that have recognized the growth of Beaumont as a distribution center and have established branches there during 1928 are the Graybar Electric Company; Sears, Roebuck & Company; Montgomery Ward & Company, Metropolitan Chain Store. Indicating the growing importance of the port, the volume of exports materially increased during the year, particularly in cotton. Until November, 1927, Beaumont had no part in the handling of that great staple of the South—cotton. Now this city not only has a modern high density compress and municipal dock warehouses and shipping facilities, but five cotton exporting firms have been attracted to establish branches here. Already this season 36,000 bales have been handled through the Beaumont Cotton Compress and those familiar with the cotton trade predict that there will be 100 per cent or more increase for the 1929 crop. Bank deposits in 1927 were \$25,122,170.80 and in 1928, \$28,144,952.10. Building permits issued in Beaumont for 1928 totaled \$4,355,392.85.

Dallas, Texas

Dallas and the surrounding trade territory broke few records in 1928, but a check of the year's business reveals that a steady pace was maintained throughout the twelve months. Some lines of endeavor report a banner year. Insurance men say that 1928 was one of the most successful years in local history.

The outstanding civic achievement during 1928 was the work accomplished by Industrial Dallas, Inc., an organization sponsored by business leaders to extol the merits of Dallas

as a factory center. A national advertising campaign was used to broadcast industrial and commercial information. Southwestern Bell Telephone Company building, erected this year at a cost of \$2,500,000, is the first unit of a plant that eventually will include several buildings. Building permit totals for the year 1928 were \$16,516,819. This figure was exceeded during the boom period several years ago, though it is approximately \$5,000,000 more than the permit totals for 1927.

From an agricultural standpoint 1928 was the most prosperous since 1923. Production estimates and values for the principal Texas crops total approximately \$760,000,000. However, these figures do not include cattle, hogs, sheep, chickens, turkey, wool, mohair and dairy products for which no official estimates are available. The dairy movement, which is gaining rapid headway in virtually every section of the state, is regarded as a solution to the "one-crop evil." The Borden Company of New York, which will establish a \$500,000 milk condensing plant at Waco; the Douthitt Engineering Company of Chicago, which is operating a \$150,000 powdered milk plant at Marshall and is to locate another at Tyler soon; the Kraft Cheese factory at Wichita Falls and smaller milk and cheese plants scattered through central, north and west Texas mark an epoch in the farming history of the state.

El Paso, Texas

Chief gateway to old Mexico, with minerals, oil, cattle and a vast variety of crops, forty-one in all, plus the income from tourists, El Paso continues to grow. Architects and contractors of El Paso predict the greatest year in building history of the city for 1929. Leading the list of projects now under construction are the copper refinery being built by the Nichols Copper Company, to cost \$3,500,000, and the Texas Oil Company petroleum refinery, to cost \$1,000,000, for which material is now on the ground.

Less than a score of the building projects completed in 1928 represent an investment of \$1,500,000. Among these are the Momsen-Dunnegan-Ryan building, \$175,000; Gateway hotel remodeling work, \$95,000; Pasotex Oil Company building program, \$100,000; Abdou Cold Storage Company, warehouse, \$95,000. Not quite completed are the J. C. Penney building, \$121,000; Knox Hotel remodeling work, \$110,000. Harry L. Hussmann, owner of the Hotel Hussmann, has announced that he will build 100 houses during 1929 and will spend \$600,000

on this program. El Paso facts: Altitude, 3,700 feet; rainfall, 9.4 inches, annual; population (estimated 1928), 117,800; taxable value, excluding county property, \$103,150,000; value of manufactured products, \$42,000,000; El Paso valley crop value estimate, 1928, \$13,400,000; cotton crop estimate, \$11,060,706, or \$95.33 per acre, with 116,356 acres cultivated.

Galveston, Texas

During 1928 cotton shipments increased materially over those of the previous year, and Galveston maintained its position as the leading cotton port of the world. The port also set high records in handling of other commodities, notably wheat and sulphur. Victory in the fight for equalization of railroad freight rates on sugar shipments with Texas City and Houston was also an important advancement. Bank clearings during 1928 totaled \$1,806,705,000, showing the greatest increase in several years. A new 400-room hotel is nearing completion on the beach front. Another new hotel will be built this year for lease to the Baker Corporation system, which has also acquired Hotel Galvez, and will make improvements on it.

A program of expansion will be continued at the John Sealy Hospital, recently endowed with \$10,000,000 by the late John Sealy, with the erection of an out-patient clinic and an additional nurses' home at a cost of more than \$500,000. A new power building for the hospital is almost completed. Ground has been acquired for a United States marine hospital to be started this year at a cost of \$750,000. The South Texas National Bank will erect a new office building. Improvement of the entire Port Bolivar-Port Arthur road, which is now in progress, and inauguration of ferry service across east Galveston Bay, promised by early summer, will give the island a new outlet to the east. Another highway to Houston will be paved throughout, as provided in a recent \$700,000 bond issue. A concrete highway linking Galveston and Houston was opened last year. Property for a municipal airport has been purchased by the city. Land on Offatts Bayou donated by E. H. Perry of the North American Dredging Company with 100 acres acquired by Galveston County will assure a municipal park and golf links.

Dredging the port channel to a new depth of 32 feet at the wharves and from 34 to 35 feet leading to the open sea is now under way, and will make Galveston's port the deepest on the Gulf west of the Mississippi.

More Than
200,000
Daily



More Than
440,000
Sunday

"Greatest Salesman in the West"

5c Daily

JANUARY 26, 1929

10c Sunday

ONE PAPER OUTPULLS OTHERS IN DIAMOND SALES BY 5 TO 1

Jewelry Firm Finds Examiner Space Pays

SELLING diamonds is never an easy task. *The Examiner*, though, does a better job of it than other Los Angeles newspapers by a ratio of 5 to 1, according to executives of the Hamilton Diamond Company. Here's their interesting communication of recent date:

"It has been said that 'Silence is golden,' but to remain silent in the light of results that have been accruing to this firm since we began to use your publication recently, would not be gratitude we think.

"Newspaper advertising is an innovation for us. It became a part of our selling program upon a change of policy recently. To inaugurate that change, we used a two-column wide, by 6-inch deep advertisement in your Sunday paper.

"The next day we were swamped! We've been repeating the use of *The Examiner* on a similar scale until a few days ago when it became apparent that we could regularly expect a large return upon the investment, whereupon we began using considerably larger space.

"We find that our expectations were correct. We find, also, that you outpull other papers in a ratio of at least 5 to 1."

Incidentally, *The Examiner* carried twice as much jewelry advertising during December as the next nearest paper, nearly four times as much as the other morning and Sunday publication.

L. A. Builds 10½ Pct. of 14 Cities' Homes

EMPHASIZING the high position Los Angeles occupies in the nation in home construction activity, more than 10½ per cent of the total number of single-family homes erected in 1927 in the country's fourteen largest cities were built here, according to data compiled by the Eberle Economic Service. This places Los Angeles in third position in national home construction.

"Why I read and Like The Examiner"

"I READ *The Examiner* because I like Arthur Brisbane's column, and the masterly way in which the news is handled. I am devoted to the various departments, more especially that of clubs, which keeps me in touch with what other women's clubs are doing, and is most helpful. But my daily newspaper diet is made up of things that are occurring throughout the world and are so cleverly presented in your paper."

Mrs. Oda Faulconer is State Chairman of the American Citizenship Department of the California Federation of Women's Clubs; vice-president of the San Fernando Valley Bar Association; president of the San Fernando Women's Club; past president of the Soroptimist Club of Los Angeles, and a prominent attorney.

Oda Faulconer



Agency Head Calls Report "One of Finest."

Russell N. Lockwood, of the Lockwood-Shackelford Company writes this:

"I want to take this opportunity to thank you for the very excellent report and survey on Pyrol in the City of Los Angeles rendered to this agency on December 6, 1928.

"The report is one of the finest that we have ever received from the Merchandising Service Department of a newspaper. It has

been very intelligently compiled and contains a lot of very valuable information that will be of material benefit to ourselves and our client, the Kip Corporation, in determining our future plans as to what shall be done in this market."

ONE OF THE 28 HEARST NEWSPAPERS READ BY MORE THAN 20,000,000 PEOPLE

Member of International News Service and
Universal Service

Member of Associated Press
Member of A. B. C.

Fort Worth, Texas

With an annual potential buying power of nearly three-quarters of a billion dollars, with the largest natural gas fields yet known at their very doors and with electricity for power and light available in every town and on nearly every farm, Fort Worth and west Texas offer many opportunities to manufacturers and wholesalers. Of the rich farming lands, 40,000,000 acres have never felt the plow. Five million acres are underlaid with shallow water and capable of producing food for the people of half a dozen states. Nearly 500 miles of new railroad were constructed during 1928 to reach towns which had been 15 to 45 miles from rail transportation; and more than 400 other miles are planned for construction during 1929 and 1930. More than 20 modern hotels with all the conveniences and comforts of metropolitan hostelries were opened during 1928.

In this district there are more than 150 towns where the weekly milk, cream and egg checks to farmers average more than \$1,600—a year-round cash income which furnishes ready money to meet all running expenses and leaves cotton and grain income practically clear. Here are more than 700 state and national banks with deposits running far above any previous year, with loans at a minimum, and with from \$100,000 to \$250,000 each in actual cash on hand in their vaults or invested in United States bonds and treasury notes. The city of Fort Worth is an exact index to the financial conditions of this big area; because Fort Worth draws all its trade from west Texas, invests its money in west Texas, and takes down its biggest profits from west Texas interests.

We are sorry that Texas comes near the end of the alphabet and our space is almost exhausted. The sheer truth about Fort Worth and its territory is beyond belief. Go down there and see for yourself.

San Antonio, Texas

South Texas is in process of marketing one of the biggest winter truck crops ever produced. Hundreds of cars of spinach, cabbage, lettuce and strawberries are moving to the North and East. Farmers in south Texas will begin planting corn the latter end of February. Rains have put lands and ranges in fine shape. The livestock industry is back on its feet and wool and mohair are commanding the best prices since the war deflations. The petroleum industry is rapidly recovering from over-

production. A 400-mile pipeline was built in 1928 by the Humble Oil and Refining Company from McCamey in the west Texas fields to Ingleside, the Gulf deep water terminal near Corpus Christi, costing \$20,000,000. Bank clearings last year were \$870,751,999. San Antonio's wholesale and jobbing trade for the year is placed at \$250,000,000 and should gain another \$100,000,000 in 1929. A bank merger with assets of \$22,000,000 was a year-end feature and another large bank with assets of \$15,000,000 doubled its capital stock.

Among 1929 projects will be completion of the Smith Young tower, a 35-story office building, now partly completed, and 22-story bank and office building of the Alamo National Bank. The community built \$13,500,000 worth of homes and apartments in 1928; the program is continuing at about the same rate. Population gain for the year was about 20,000. A major project now absorbing the attention of business men is the building of the proposed line to the northwestern counties known as the Gulf and West Texas railroad, to which the citizens are subscribing liberally. The line will cost from six to ten millions and will open much virgin territory as well as an already rich ranch territory. It will provide a more direct route to deep water via San Antonio to Corpus Christi for cotton, mohair and livestock that now moves largely through Galveston or transcontinental rail. Building total for 1928 was in excess of \$30,000,000. In 1928 the city gave to the Federal Government a site of 2,000 acres adjacent to San Antonio on which work is under way for the building of the West Point of the Air, a major flying field and training point for military airmen. The government has a new building program under way at Fort Sam Houston which over a period of the next ten years will total \$10,000,000. Present work entails about \$1,500,000 in construction.

Houston, Texas

Records for all time have been broken during the past year with respect to the business of the port of Houston and to commercial and residential construction. For several years Houston has led all cities of Texas in the valuation of annual building permits and present indications point to 1928 leadership over all cities of the South, Southwest and Southeast. For the first time in recent years Houston's industrial development during 1928 kept pace with her population and construction growth. Today there are 43,431 employees in Houston

industrial institutions, compared with 35,307 in 1927, an increase of 8,124. The industrial payroll for 1928 has also been increased by more than \$21,000,000. Last year the general average wage paid industrial workers was \$6 per day; in 1928 it was \$6.59.

The list of large industries recently established or to be established during the coming year include the \$8,500,000 Roxana petroleum refining plant, Sears, Roebuck & Company, Bethlehem Steel Company, Wyatt Metal Works, extensive warehousing and distributing facilities of the Chevrolet Motor Company, a \$4,000,000 addition to the power plant of the Houston Lighting & Power Company. An outstanding feature in the development of Houston's port commerce in 1928 was the breaking away from the handling of one commodity—cotton. The port has become a distributing plant for steel imported from Europe and brought here by barge and steamer from eastern points of the United States. This has induced the establishment of large warehouses and storage yards for the handling of this commodity. New steamship lines which link Houston with territory hitherto forbidden shippers through Texas ports were established in 1928, and the volume of tonnage which these new services will attract will greatly contribute to the development of the port in 1929.

Lynchburg, Virginia

Lynchburg, located in the center of Virginia, is a center of a retail trade territory including three counties and large parts of four others, all within a radius of thirty miles of the city. This area embraces a population of approximately 165,000. During 1928 six main state highways, radiating in every direction from the city, reached completion. Numerous passenger bus lines were recently established; freight trucking facilities are now available. Sears, Roebuck and Montgomery Ward both established stores in Lynchburg during 1928. With seventy-five manufacturing establishments located in the city, employing a total of 8,000 people, with a monthly payroll of \$625,000, the city is growing rapidly as an industrial center.

Three new manufacturing enterprises established plants here during 1928, giving employment to at least 800 additional people. All shoe factories are running full capacity, and overall and garment plants and hosiery mills anticipate a good 1929. More than \$300,000 was spent in public improvement in 1928 through municipal activities. This program will be continued during 1929.

Newport News, Virginia

Among the outstanding developments in the Newport News area during the past year were the completion of a bridge across the James River, the completion of the Chamberlin Hotel at Old Point Comfort and the beginning of the restoration of Colonial Williamsburg. The James River bridge project was completed at a cost of approximately \$7,000,000; it includes bridges across the James and Nansemond Rivers and Chuckatuck Creek. The Newport News bridge, which spans the James, is four and one-half miles long and cost about \$5,000,000.

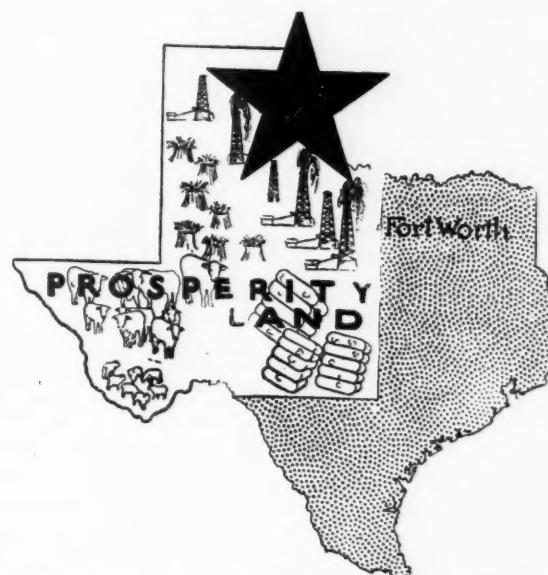
The New Chamberlin Hotel was completed at a cost of approximately \$2,500,000. It is located at Old Point on the site of the old Chamberlin, which, in its day, was one of the best known hosteries in the country. The restoration of Colonial Williamsburg is being financed by John D. Rockefeller. Mr. Rockefeller already has spent several millions in acquiring land and houses in Williamsburg and will spend several millions more in restoring the buildings to their original condition.

The Newport News Shipbuilding and Dry Dock Company is said to have under contract more work than any yard in the United States. Expansion of Chesapeake and Ohio terminal facilities at Newport News also is seen as a result of the proposed C & O Pere Marquette merger, on which the Van Sweringens have been working.

Norfolk, Virginia

New plants opening, expansion of present production and increased employment in manufacturing establishments in Norfolk, Portsmouth-Suffolk area indicate at a conservative estimate 20 to 25 per cent increased buying power in 1929. Koppers coal interests are starting a movement of additional tonnage through the port of approximately two million tons of coal for by-product operation in Philadelphia, New Haven and elsewhere. Stabilizing coal traffic through the port is to be handled by three coal-carrying railroads. Prospect of the allocation of the Shipping Board line of foreign steamers to Norfolk is expected to accelerate shipping. The municipal grain elevator is having its biggest year. The Pennsylvania Railroad opened January 6 a \$5,000,000 terminal at Norfolk; the Virginian Railway is letting contracts for extensions in West Virginia, as is also the Seaboard Air Line for connection from Hopewell to its main line.

(Continued on page 238)



FORT WORTH IS IN PROSPERITY LAND

1928 Sets New Prosperity Record Outlook for 1929 Bright

PROSPECTS in Fort Worth and West Texas were never brighter than now. Business interests in this territory will look back on 1928 as one of the best years they ever had. But 1929 bids fair to exceed last year in all lines.

More miles of railroad were built or started in West Texas last year than in any other section of the United States. New cities are springing up where once were great ranches. The population of West Texas is growing rapidly.

Savings Deposits in Fort Worth banks last year showed an increase of 22.2 per cent over the past year. This is almost three times the gain shown for the banks of the United States in the last report.

The shippers of livestock to the Fort Worth Market received over \$75,000,000 last year for their stock alone. And this is only one of the many great industries of Fort Worth and West Texas.

THE STAR TELEGRAM-RECORD TELEGRAM cover Fort Worth and West Texas intensively. These papers have a larger circulation in this wonderfully prosperous section than any other three or four papers in it.

Now Over 125,000 Daily or Sunday

JUST A NEWSPAPER

Covering more than 1,100 towns

FORT WORTH STAR-TELEGRAM
RECORD TELEGRAM
DAILY • SUNDAY

More Than 125,000 Daily or Sunday
Largest Circulation in Texas

AMON G. CARTER
President and Publisher

A. L. SHUMAN
Vice-President and Adv. Director
Charter Member Audit Bureau of Circulations

"WE—

THE CHAINS' ACHILLES' HEEL—ITS SALESMEN! At 84th and Broadway, New York, Henry Nockin has been running a small retail jewelry shop since the early years of the gay nineties. Mr. Nockin has seen fads and fashions come and go in these years; he isn't afraid of the chains. In fact, he doesn't even have time to stop and discuss chain stores at all. He is too busy selling watches, making friends and taking care of customers sent to him by such nationally prominent figures as Rabbi Wise and many other well-known men. Mr. Nockin sells many watches. Here is his method: "Now, Mr. Customer, what do you want—a watch or a piece of jewelry, or both? We have all. If you want just a good watch to keep time, you can get as good a movement as is made for \$35 or \$40. Anything you pay over that is for stones, engraving or other fancy business on the case." The customer is startled. Then Mr. Nockin begins showing watches, explaining tactfully that he keeps his watches in good repair and running order for two years without charge. After that he charges \$7 for a complete cleaning, repairing and overhauling of the watch. This is a high price, but very few watchmakers are good enough to work in Mr. Nockin's little store. No wonder it is crowded with customers almost constantly. No wonder people come from all parts of New York to trade with him. They believe him. They take his advice on all matters pertaining to jewelry—and many of them on other things as well. No wonder he isn't worried about chain stores. To every sales manager interested in helping independents survive chain competition we suggest a visit to Mr. Nockin's store.

WILL THE CHAINS AND INDEPENDENTS BURY THE HATCHET? On Thursday, January 3, Jeff Storey said, before the Business Men's Club of Lockhart, Texas: "We believe that the merchants of Lockhart are tolerant towards chain store competition. At least we have tried to be. The chain stores are here and have taught us a good deal. We believe that there is business enough for all of us, both chains and independents, and we welcome them to our town. We are friendly towards them and we believe they are friendly towards us." An editor of this paper, who heard Mr. Storey's talk, believes that this is the new attitude of independents toward the chains. We believe that with this attitude, plus intelligent buying, stockkeeping, financing and selling, the independent merchants will give the chains a good battle. Jeff Storey devotes most of his time to the affairs of the mercantile establishment of John T. and A. A. Storey. Jeff's father, John T. Storey, devotes most of his time to the affairs

of the bank, of which he is head. Jeff's uncle, A. A. Storey, devotes considerable of his time to the store and to his other interests, which are many and varied. The founders and owners of this store went through the ignorance, prejudice and poverty which followed the Civil War. They have survived floods, droughts and the famous year of 1925, in which so little rain fell that no crops were planted. They have seen Lockhart grow from a little town on two branch railroad lines, which could once be reached only by muddy dirt roads, to a clean and progressive little city. The men connected with this store know almost every citizen of the entire community which it serves. When they go to New York or Chicago to buy, wholesalers and manufacturers will testify that they know merchandise. Plus their knowledge of the people, their knowledge of markets, the aggressiveness of the young men in the firm, and the good judgment of the older men, this mercantile enterprise will prove an almost indigestible bite for any giant chain which attempts to gobble it up. All over the country, from Maine to California, and from Oregon to Florida, there are similar local merchants. It is true that many of them have been forced out of business and that many others have been absorbed by the chains, but it is equally true that thousands and thousands of them have gritted their teeth and tightened their belts, cleaned up their stores, modernized their methods, and, without any boast or bombast, have said, "let the chains come, we will give them a run for their money."

LOOKING GENERATIONS AHEAD: At a cost of more than \$20,000 the San Antonio Drug Company chartered some Pullman cars and took some of their retail druggist friends on a trip to St. Louis and Alton, Illinois, to inspect the Illinois Glass Company factory; to Indiana to visit the great pharmaceutical house of Eli Lilly & Company; from Indiana these retailers visited Chicago, where they were entertained in a Walgreen drug store and lectured to by Mr. Walgreen himself. They also attended the Western Company's convention and visited Bauer & Black, Bastian Blessing Company and others. To many wholesalers this may seem expensive, but we believe that long after Mr. Ochse, the president, and Mr. Lewis, the vice-president of the San Antonio Drug Company, are dead the company will be receiving benefits and profits as a result of the information these independent druggists obtained on this trip. More than that, the good will built by this enterprise cannot be taken away from the San Antonio Drug Company by any power under the sun so long as the company continues to deserve it.

At the corner of Eighteenth and Third Avenue in Birmingham, Alabama, is a store owned by Holiner & Hess, called "The Parisian." A large sign on this store reads: "Building a Good Name." If this motto is lived up to we believe it is one of the best we have ever read.



Reflecting Chattanooga's Growth, Over 1,000,000 Lines Gain In Advertising During 1928.

THE Chattanooga Times and Chattanooga have "grown up" together. For more than half a century the Times has been serving this community, under the same ownership and management—blazing new trails of progress; pointing the way; urging the people of Chattanooga and Tennessee to realize the possibilities of this great commonwealth.

The Chattanooga Times enters the new year with a record of over one million lines gain in advertising, and two thousand gain in circulation—undisputed leadership in news, circulation, advertising and public service.

Write for data regarding the Chattanooga market, and complete information regarding The Chattanooga Times.

If you want the benefit of Times' prestige; if you want the greatest coverage in Chattanooga and Chattanooga's trading area; if you want your advertising associated with a progressive newspaper; then place your advertising in The Chattanooga Times.

The Chattanooga Times "The Spokesman For Chattanooga"

This Trail-the-Prospect System Built Champion Salesmen

(Continued from page 189)

inches is the size, and the distinctive feature in its physical detail is that it is folded in the center for facility in filing. The cards are filed according to the name of the prospect, and the folded edge comes together unevenly, permitting the prospect's name to be written in the quarter-inch of space thus provided. With its unique folding feature, this prospect card is a veritable file for containing the complete history of a prospect, as data on separate sheets is added and kept within this "folder". These separate reports will be explained later.

When the card is folded as it comes from the filing cabinet the first thing that attracts the attention of the sales manager is the date when the prospect is to be called upon again. This occurs because the entire front side of the card is given over for this purpose. The months of the years are listed perpendicularly at the left side, and, aligned with the name of each month, are a series of squares representing the days. These are numbered across the top of the card.

Cards Checked Daily

A clerk goes over the salesman's daily reports, and, from this information, places checks in the squares to indicate the date of follow-up. If a prospect is to be followed up on July 13, this is indicated by a check in the square under this date and opposite the listing of July. If this interview is to be followed by another in two weeks, the square representing July 26 is checked.

Each afternoon a clerk in the office of Arthur F. Folts, sales manager of the Lamping Motor Company, checks these prospect cards to determine what prospects are scheduled to be called upon the following day. Following out the instance given above, the clerk checks the records on July 12 and discovers that the prospect is due for a call on July 13. This procedure is readily accomplished, for just a glance at the cards reveals what prospects are to be called on. On the 13th the clerk pays no attention to squares unless they are checked under that date.

This information is detailed on the front side of the prospect folder—the side facing the front of the cabinet when filed. The back side of the folder lists the usual information which the sales manager would wish to know about a prospect—his name;

the name of the salesman; the prospect's business address; residence address; occupation; telephones; model interested in; whether trade is involved; make of car owned now, its year and body style; firm's appraisal; owner's valuation; competition; competitor's appraisals; model demonstrated; source of prospect. At the bottom is space for comments of the salesman, and also a record of his effort on the prospect—whether he has called at house, office, telephoned, and so on, and also whether the prospect has called at the salesroom or telephoned.

Daily Work Organizer

A daily work organizer for each salesman is developed from the information on this prospect card as to the date when the prospect is next to be interviewed. That is, the clerk runs through the prospects' cards and makes up a work sheet for the various salesmen, listing the calls to be made on a given date. From this information the work organizer is developed. The work organizer form lists the name of the salesman and the date, together with a schedule of the day's calls by hours. Geographical relations are taken into consideration in scheduling the calls, so that time is saved in traveling to and fro among prospects, and other details are carefully thought out in advance so that calls will dovetail as nearly as possible. A glance at this card tells the salesman where he should be every hour of the day, and spurs him on to a consistent effort eight hours of his working day. The card is a convenient size—three by five inches—for carrying about in the vest pocket.

At the bottom of the card is a space for summarizing the achievements of the day, under these suggestive headings: New calls, old calls, sales, demonstrations, deliveries.

On the reverse the salesman lists his new prospects by name and also the names of individuals interviewed. At the bottom there is space for summarizing the impressions of his day's work. This detailed information assists the salesman when he makes out the daily reports on each prospect. "Prospect Development Report" is the term used and one of these reports is made out for each interview. These report sheets are filed in the prospect folder, which has been previously de-

scribed. Bond paper is used for this form and the size is 4½ by 8 inches.

Completeness is the feature point of the prospect development report, and, as a report is filled out each time a prospect is called upon, no detail is missing if Sales Manager Folts wishes to analyze the progress of a given prospect. A prospect may have one or a dozen of such reports made out about him, depending upon how long the salesman has been contacting him. This is not confusing because they are filed in the individual prospect folders, and thus the entire history of a prospect is readily analyzed. This is important. The sales manager cannot step in and retrieve a losing sale unless he is possessed of all the facts in the case. Neither can he know when to put another salesman on the job, and so on. If he is dependent on what the salesman tells him verbally, he cannot proceed any more wisely than if he has to wade through a fat file of daily reports, bunching all prospects together and containing such unessential and vague details as "Called on J. H. Brown, Brown Desk Company, again today. Too busy. See later in the month . . ."

Definite Information

In comparison with these generalities usually found, note what the prospect development report indicates: Name of prospect, next contact date, model interested in, the kind of effort put forth by the salesman, the prospect's approach, general comments.

The clerk uses these reports to keep the prospect folders up-to-date, posting such information as next contact date, kind of effort used, and so on.

The Lamping Motor Company employs twenty-three salesmen, but the system that brought this crew its sales honors is equally applicable to the small or large organization. The mainspring of the method is that it keeps salesmen on the job and at the same time gives the management complete information. This information is available on either prospect or salesman. The prospect folder yields a picture of each prospect, and as the prospect folders are filed according to salesmen handling them, also indicates the closing possibilities and abilities of the salesman. A salesman could not soldier on the job without this fact showing up promptly and definitely. Likewise is it soon noted when a salesman is too slow in closing, afraid to use the telephone, or a half-dozen other reasons why sales do not grow. If a malady is known, the right remedy may be applied, and that is just the way it works out with the Lamping system.

Forecasting and Planning as a Factor in Stabilizing Industry

(Continued from page 183)

tion schedules and employment of labor suffered fluctuations not justified by existing fundamental circumstances. We did not know the rate at which our product was actually passing into the hands of the ultimate consumers, nor did we know what the stocks were in the hands of our dealers, nor the extent to which these stocks could suitably be allowed to expand or contract in order to secure the important overall advantage of a more consistent rate of production at the factories. I have said that our analysis of consumer demand was not put to effective use until the spring of 1924. It is fair to say that our operations since then, showing, as they do, a substantial betterment in rate of inventory turnover, a steadier rate of factory operation and other economic betterments, have proven the constructive benefits of our practice.

We recognize two aspects in connection with these activities. One of these may be called the statistical, the other the constructive aspect. The statistical efforts, as the name implies, are directed towards ascertaining the statistical facts bearing upon future consumer demand. The constructive efforts are directed towards improving the probabilities. Both of these efforts go hand in hand, and our final forecasting is based upon their dual operation. I will first touch upon our statistical methods.

Estimate Sales for a Year

At the beginning of a sales year we attempt to arrive at an estimate of the probable retail sales for each car division for the ensuing twelve months. If there are problems such as introducing a new model in a given line, price revision, improving appearance or performance, these, of course, must be considered in forming our judgment of probable sales.

We must also take into account the competitive situation and business conditions in general as affecting our own industry. The relation to developments in competing lines is a part of the competitive situation. Among the important indications of business conditions which are considered are agricultural conditions, as reflected by crop reports, prices of farm products, the livestock situation; the state of general industrial employment; the

trend of commodity prices; the volume of industrial production; credit conditions as indicated by bank statistics and interest rates; the probable effect of fluctuations in the securities markets on business sentiment; and so forth.

The capacity of our own dealer organization must be considered in the light of any impediments likely to restrict or hamper its sales of effectiveness, such as the accumulation of used car stocks, the introduction of a companion car to be sold through the same organization, inability to expand capital and personnel to keep pace with potential demand, inadequacy of capital of dealer, uneconomical situation of dealer such as extravagant place of business making it impossible to operate profitably.

The Divisional Index

Then, too, we must study the probable influence upon sales appeal of special mechanical features of the product, as well as the factors of style, general performance and service ability. As a result of the best judgment that we can bring to bear on the case we arrive at what we call a divisional index. This divisional index means our best guess of what the retail sales for a particular line of cars will be during the ensuing sales year. This does not mean that we set up an arbitrary quantity in accordance with which the production is determined, regardless of what may afterwards happen. This divisional index is under continual scrutiny, and is adjusted immediately when the trend of events demonstrates the desirability of revising our expectations.

Subject to these adjustments, the divisional index at any given time is accepted as dictating the basis upon which production should be scheduled. In other words, our production is always scheduled with regard to the expected requirements for the complete sales year. This does not mean, however, that production in any given month should be exactly one-twelfth of the year's production, for in our business there is a seasonal variation which must be taken into account, and it is usually desirable to shade production somewhat during the dull season so as to modify the seasonal accumulation of stock. A compromise is perhaps best, between the desir-

ability, on the one hand, of a level rate of production in the interest of manufacturing economies; and a fluctuating rate of production in the interest, on the other hand, of minimum stocks in the hands of dealers.

I have referred to the fact that on the twenty-fifth of each month a complete forecast is submitted by each of our divisions for the current month and three succeeding months. This includes a forecast of retail deliveries by dealers. We also have very complete information as to actual retail deliveries, by months, in the past. Thus at all times we have available the actual records of the past as well as a forecast of retail deliveries for three or four months ahead. The accumulation of these records of retail deliveries by our dealers, covering a number of years, and the analysis of state registration data, have given us a very good means of appraising the ordinary characteristics of our business. We have found from experience that as we proceed with the continual analysis of deliveries and forecasts, and measure our performance and prospects in the light of seasonal expectancy, we can detect changes in trends and recognize disappointments or improvements well in advance of what could be possible through any other means.

For example, let us suppose that it is the latter part of November and that the divisional index was laid down August first. We have actual retail deliveries for August, September and October. We will assume that this record was such as to support the expectancy of the divisional index. When the forecast for November, December and January was prepared a month previous it appeared to be reasonably in line with past actual experience, seasonal conditions and any other known influences being considered.

Caution Signal

Since we get reports of retail deliveries from our dealers three times a month, we know what these were during the first twenty days of November. If they are in line with the forecast for November there is no need yet, from statistical observations, to modify the divisional index. If the actual deliveries during that period are out of line with the forecast for November that is the first flash or caution signal indicating that the divisional index may require modification.

And so we proceed, month after month analyzing past performance and forecasts of retail deliveries—and during each month comparing ten-day

delivery figures reported by our dealers with the latest forecast for the month. Ordinarily we do not actually modify the divisional index because of a statistical indication covering a brief period of time. We take that, as I say, as a caution signal, and watch the situation as it develops to see whether there seems to be a sustained change of trend.

An estimate of sales a year ahead is always a guess. That is why we give the name "divisional indexes" to these twelve months' estimates—to distinguish them from forecasts. As the year progresses there is a progressive diminution of the uncertainty, and our divisional index, modified as it may be from time to time, becomes an increasingly sound foundation on which to base our production programs.

I have said that these indexes and forecasts are not derived solely from statistical observations. The constructive aspect is no less important in a measurement of probabilities.

Account Changes

PHOTOMATON OPERATING CORPORATION, New York City, Photomatons photographing machines, to N. W. Ayer & Son, there.

CURTICE BROTHERS COMPANY, INC., Rochester, preserves and canned goods, to N. W. Ayer & Son of New York.

A-C DAYTON COMPANY, Dayton, Ohio, radio and electrical equipment, and BENEFICIAL OPERATING BUREAU, INC., New York, chain of small-loan offices, to Griffin, Johnson & Mann, Inc., of New York.

CENTRAL ALLOY STEEL CORPORATION, Massillon, Ohio, iron and steel, technical advertising to G. M. Basford Company, New York City; balance of account to Sweeney & James Company, Cleveland.

LUXITE SILK PRODUCTS COMPANY, Milwaukee, silk lingerie and hosiery, to Neisser & Meyerhoff, Inc., of that city.

UNITED STATES TOBACCO COMPANY, New York City, Dill's Best Tobacco, to the Erickson Company of that city.

MIFFLIN CHEMICAL CORPORATION, Philadelphia, Mifflin rubbing alcohol, to General Outdoor Advertising Company, New York. Outdoor advertising and window displays.

LONGACRE 1770

THE

RELIANCE

REPRODUCTION CO.

PHOTO - ENGRAVERS

LINE, HALF - TONE

BEN - DAY

3 & 4 COLOR PROCESS

OPERATING 24 HOURS A DAY

240 WEST 40TH ST.

NEW YORK CITY

"A Gigantic Workshop With Sky for a Roof"

THE BEAUMONT TRADE
TERRITORY

Monthly Industrial Payrolls

\$7,000,000.00

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AND
THE BEAUMONT JOURNAL
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A record of the Proceedings of the Merchandising Conference, held under our auspices at Boston, in August, will shortly be available to loan to company officials. A request will place your name on the list to receive a copy, to be returned to us in ten days.

Norfolk, Va.

(Continued from page 231)

Van Sweringen plans for the expansion of the Chesapeake & Ohio, which is expected to bring greater traffic development. Within a radius of twenty-five miles of the city, nearly \$10,000,000 was spent on bridges during 1928, connecting highways and giving easier access to Norfolk by motor. The prospect of a 1929 program of from two to three million dollars, is being considered. Outside mercantile interests have invested approximately \$2,500,000 in buildings on one street in the city within the last three months. The Norfolk Navy Yard is employing the largest payroll since the World War; the Newport News shipyard is doing the same; the Ford Motor Company is greatly interested in making Norfolk the principal export point for South America, according to an authoritative report; employment in its plant here is expected to average from 1,500 to 2,000 employes in 1929, as compared with half or less than half that number in preceding years.

Richmond, Virginia

In 1928 more than \$50,000,000 was spent on industrial growth in the Richmond trading area, says the Richmond Chamber of Commerce. Of this amount \$40,000,000 was spent on the first unit of the purposed \$125,000,000 fertilizer plant of the Atmospheric Nitrogen Corporation at Hopewell in the James River Basin and \$10,000,000 on the du Pont rayon plant at the edge of Richmond. In 1929 the du Pont Rayon Company is expected to invest several millions more in completing the plant, the fertilizer company is expected to begin its second unit, the Stauffer Chemical Company probably will erect a factory on the 300 acres purchased near the du Pont factory, a wrapping paper plant worth \$1,500,000 will be established by the Albemarle Chesapeake Corporation at West Point and buildings contracted for in the city of Richmond will pass the \$10,000,000 mark.

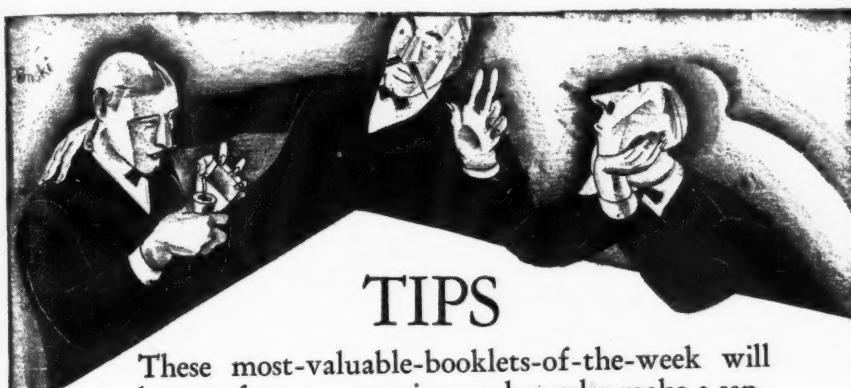
In 1928 these industries came to the Richmond area: The Wilmington, Delaware branch of the P. Lorillard Company, the Norfolk Sand and Gravel Company, the Caukenell Bag Company, the Old Dominion Shoe Company, the du Pont Rayon Company, the Atmospheric Nitrogen Corporation (a subsidiary of the Allied Chemical and Dye Corporation), the Zaban Mattress Company, the Railway Handle Corporation, the Berlin and Jones papeteries factory, the Old Virginia Tobacco Company, the Dixie

Concrete Stove Company and the Standard Steel Car Works. Distributing establishments were set up by the General Motors Acceptance Corporation, the Firestone Tire & Rubber Company, Sears, Roebuck, Silver's and the Western Auto Supply Company during 1928. Transportation facilities were improved by the completion of a \$100,000 wharf on the navigable James River by the municipality and by the construction of a \$100,000 wharf and warehouse by the Richmond New York Steamship company. In 1929 the Prince George and Chesterfield railway will build tracks from the Seaboard Airline just outside Richmond through the James River Basin to Hopewell, and will construct a railway bridge and extensive sidings at a total cost of \$2,000,000. Highway Bridges Corporation of New York will construct a \$1,000,000 bridge from the north side of the James to Hopewell, shortening the distances between Hopewell and Richmond to fifteen miles.

Material industrial expansion was made during 1928 by the Harry Marks Clothing company, the Simmons Company (which will operate under the name of the Sanitary Felt Products Company), the Virginia Carolina Rubber Company and the Richmond Envelope Company. Total cost will pass the half-million-dollar mark. Construction under way includes \$2,000,000 John Marshall Hotel, \$1,000,000 Chesapeake and Potomac Telephone Building, \$1,000,000 Grace-Board Arcade and \$500,000 addition to the Thalhimer Stores. Building announced and not yet commenced includes the 22-story Central National Bank Building of \$1,000,000, \$800,000 West End School, \$800,000 St. Joseph's Orphanage, \$500,000 City Library and \$100,000 Richmond Stadium.

Roanoke, Virginia

Two new houses per day are required to care for the normal growth in population in Roanoke at present. Building for the first six months of 1928 exceeded that of any six months in previous years. During 1928 1,500 new industrial workers were added to the payrolls of industrial establishments, which will add about \$1,500,000 to the purchasing power. Production of structural steel and steel coal cars was greatly increased during the year. A large new furniture manufacturing plant was added to the city's industries in 1928, a big chemical plant is now nearing completion and store fixtures, varnish and syrup plants have been started.



TIPS

These most-valuable-booklets-of-the-week will be sent free to executive readers who make a separate request for each one on their business letter heads. Booklets will be mailed by the companies which publish them.

Address Sales Management, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Unfair Competition

Trade Marks, Trade Names, Unfair Competition. A splendidly edited 48-page text on these subjects, covering the United States and foreign countries, prepared by one of the leading firms of patent and trade-mark attorneys. Contains particularly helpful chapters on what makes certain trade-mark names valid and others invalid.

New Trends in Marketing

The Automatic Age in Merchandising. The Robot and his advantages; an analysis of the probable future of automatic vending machines, and the types of products which are most likely to have increased sales through this outlet. Roger Babson predicts that certain articles will have a tenfold increase in sales.

Marketing and Merchandising in the Chain 5 Cent to \$1.00 and Chain Department Store Field. A typewritten brief describing the chain stores in this field, size of the market, products carried, buying and selling factors, buyers' authority and names of buyers in most important stores. Very valuable if your product has a place in these stores.

To Jog the Memory

What's Next. The Acme Card people have brought out a desk reminder which comes closer to assuring action at the right time than anything we have ever seen. Shows all important notes and engagements for an eight-day period at a glance; an excellent gift to a business man friend, who forgot his last lunch engagement with you. "What's Next" is a descriptive leaflet.

Packaging for More Profits

Paperglas, samples. This new development in paper making is a pure wood pulp paper for all products which require covering against moisture, dust, grease and air. It is now being used by many makers of candy, cigarettes, drugs, textiles and food as an hygienic wrapping. It comes either plain or embossed with the trade-mark of the manufacturer who uses it as a wrapper for his product.

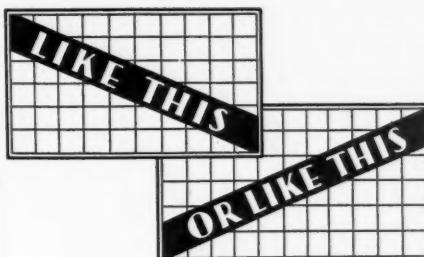
Direct Mail

Direct Mail Packet No. 5. These idea folders of the American Writing Paper Company need no introduction to several hundred of our readers who have asked for previous packets. They contain helpful suggestions on type, paper, color, most effective sizes, etc.

Making It Easy to Plan Printing on Warren's Thintext. When there is a limit to mailing weight or to space to be occupied, when it is advisable to make data books and salesman's manuals of pocket size, then a thin paper is usually to be recommended. This folder gives the experiences of many companies in using thintext for many purposes. It will come in handy in planning your next printing job.

George W. Mason, recently appointed chairman and general manager of the Kelvinator Corporation, has just been elected president, succeeding C. K. Woodbridge, whose resignation was accepted by the board this week. Mr. Mason was formerly president of Copeland Products, Inc. Mr. Woodbridge has been with the Kelvinator for the past two years and previously was president of the Dictaphone Corporation.

IS THE TREND OF YOUR SALES



THE strong forward movement of business in the closing months of 1928 augurs well for 1929. But the prosperity of 1928 was by no means evenly distributed—for 1928 was the most intensely competitive year that American business has ever seen.

It was a year which demonstrated more conclusively than ever before the value of modern advertising and merchandising methods in combating competition and increasing sales.

Our "Book of Results," for example, records the case of one client in an extremely competitive field whose sales have increased 26% since he began advertising in the fall of 1927;

—of another whose sales, which recorded a new high mark in 1928, in seven years of advertising, have grown eight times as fast as they did in 28 years without it;

—of another for whom advertising turned a declining trend in 1924 into a rising trend that also carried to a new peak last year.

And these are but a few of many. We believe that you will find the "Book of Results," which shows the methods used by these successful advertisers as well as the sales growth accomplished, of much practical value in developing your own sales and advertising plans. Upon request one of our executives will be pleased to place this book on your desk.

BOOK
of
RESULTS
THE
GREEN & VAN SANT
COMPANY

A NATIONAL ADVERTISING AGENCY
First National Bank Building
Baltimore, Maryland

When the Postman Whistles

(Continued from page 178) noted physicians has pointed out that the "slim figure" craze in this country is held responsible for an alarming increase in tuberculosis among young girls. This is not a condition that will be remedied by indulgence in cigarettes.

Even the most staunch believer in advertising will realize that it will take more than the printed word to convince a thinking public that tobacco, a pleasing luxury, will take the place of our "three squares" of balanced food, one of our greatest necessities in life.

Surely advertising copy writers haven't lost imagination to the extent that they must resort to the instincts of fear and health with every article they advertise. The situation is coming to a bad point when the "health" angle is stressed for a product that is admittedly detrimental to the health and which is little more than a habit-forming sedative.

If this manner of copy persists it is high time that the leaders in the advertising business put their own house in order and restore public confidence in "truth in advertising." Otherwise the public will be fed up on such stuff as "cigarettes are the newest discovery in the field of medicine to protect your health." Sounds far-fetched, doesn't it? "Reach for a cigarette instead of a sweet" would have sounded equally ridiculous five years ago and it still does to the thinking man.

A wise cigarette advertiser is already capitalizing on the false note in this campaign and is getting dealers' good will by advocating cigarettes with food. Don't you think Mr. Advertiser, that restaurants, hotels and drug stores sell more food than cigarettes? Don't you think these retail outlets are deserving of cultivation, Mr. Cigarette Advertiser? Surely, you sense a mercenary appeal to increase sales, even if you don't believe in "truth in advertising."—Harry Hackney, President National Restaurant Association.

Dayton Utilities Confused

In "What Happened When a Public Utility Began Some Real Selling," in the issue of January 12, the Dayton Power & Light Company was confused with the Dayton Gas Company. The former is a prosperous concern, serving light, heat and power, and enjoying for years the best of public relations. The public relations and rate problems outlined in the article were inherited from the old Dayton Gas Company.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

DISTRIBUTOR WANTED

We have developed an entirely new and improved principle in fire extinguishers, which requires the extending of our distribution plan. For years we have been the largest manufacturer in the world of hand portable fire extinguishers, with the additions to our line, we are able to offer a salesman or organization a permanent connection, with ever-increasing sales possibilities. Only a limited number of distributors are required at this time. Write for complete details, stating age, experience, and other qualifications. Fyr-Fyter Company, 1741 Fyr-Fyter Building, Dayton, Ohio.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty-year-old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales

problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo, New York.

EXECUTIVES WANTED

EXECUTIVES SEEKING NEW CONNECTIONS and others qualified for salaries of from \$3,000-\$20,000 yearly, find in our confidential service a highly specialized, dignified and effective means of placing themselves; not an agency. Send name and address for full particulars. J. T. Jennings, Room 306, First National Bank Building, New Haven, Connecticut.

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

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National Edition goes to 4,000 fleet and company
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